Navy-wide Personnel Survey (NPS) 2000: Summary of Survey Results

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14. ABSTRACT
The 2000 Navy-wide Personnel Survey (NPS) was mailed October through December 2000 to a random sample of 20,000 active duty enlisted personnel and officers. Completed questionnaires were accepted through December 31, 2000. The NPS focuses on such topics as Sailor demographics, gender integration, training/education needs, leadership satisfaction, financial status, detailing, assignment, PERSTEMPO (i.e., work-related time away from home), job characteristics, job satisfaction, career development, availability of resources, and overall satisfaction with Navy life. This information is valuable to senior leadership and program managers in assessing Navy quality of service, and in the evaluation of current Navy personnel policy. The 2000 NPS was conducted under the sponsorship of the Chief of Naval Personnel within the Navy Personnel Survey System. The results of the survey were briefed to the Chief of Naval Personnel and his staff during April and May of 2001, and have subsequently been made available to various groups throughout the Navy and research community to assist in ongoing personnel policy review and research. Responses were weighted to allow generalization of results to the general Navy population. This report contains a narrative description of the results of the survey. In addition, this report provides analysis of the significance of the findings by offering group comparisons between major Navy groups (e.g., officers, enlisted, married, single, etc.) and where relevant to the general population.

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Foreword

Administered biennially, the Navy-wide Personnel Survey (NPS) is a major product of the Navy Personnel Survey System (NPSS) at the Navy Personnel Research, Studies and Technology (NPRST) Department of the Navy Personnel Command. The NPS focuses on such topics as Sailor demographics, gender integration, training/education needs, leadership satisfaction, financial status, detailing, assignment, PERSTEMPO (i.e., work-related time away from home), job characteristics, job satisfaction, career development, availability of resources, and overall satisfaction with Navy life. This information is valuable to senior leadership and program managers in assessing Navy quality of service, and in the evaluation of current Navy personnel policy.

The 2000 NPS was conducted under the sponsorship of the Chief of Naval Personnel within the Navy Personnel Survey System. The 2000 NPS was administered to a random sample of 20,000 active duty officers and enlisted Sailors between October and December 2000. Completed questionnaires were accepted through 31 December 2000, resulting in an adjusted return rate of 33 percent. The results of the survey were briefed to the Chief of Naval Personnel and his staff during April and May of 2001, and have subsequently been made available to various groups throughout the Navy and research community to assist in ongoing personnel policy review and research.

This report contains a narrative description of the results of the survey. In addition, this report provides analysis of the significance of the findings by offering group comparisons between major Navy groups (e.g., officers, enlisted, married, single, etc.) and where relevant to the general population. Further documentation of the results of the 2000 NPS can be found in an additional report (NPRST-TN-03-10), which provides the results for officer and enlisted respondents separately and are presented in table format analyzed by a number of key demographic variables. Any questions regarding this report should be directed to Murrey Olmsted, (901) 874-2130 or DSN 882-2130.

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Director

Summary

The Navy-wide Personnel Survey (NPS) is an omnibus (i.e., general issue) survey that focuses on such topic areas as Sailor demographics, gender integration, training/education needs, leadership satisfaction, financial status, detailing, assignment, PERSTEMPO (i.e., time away from home), job characteristics, job satisfaction, career development, availability of resources, and overall satisfaction with Navy life. The 2000 NPS was administered to a random sample of 20,000 active duty officers and enlisted Sailors between October and December 2000. Completed questionnaires were accepted through 31 December 2000, resulting in an adjusted return rate of 33 percent. Data were statistically weighted to allow for generalization of the results to the entire Navy population. Some of the major positive findings from the survey included moderate/high level of job satisfaction, an increased number of Sailors considering long-term (20 or more years) Navy careers, a positive impact of recent pay/benefit increases on career intentions (i.e., desire to stay on active duty), a moderate/high level of satisfaction with local leadership (supervisor and command leadership), a high level of Sailor commitment to the Navy, and increased access and use of the Internet in everyday work life. Some of the negative findings included dissatisfaction with the current detailing (e.g., personnel distribution) system, low satisfaction with the current advancement/promotion system, communication problems within the chain of command, low satisfaction with current pay, and significant numbers of Sailors reporting that they did not have adequate spare parts, supplies, or equipment. Major recommendations from the survey results include providing feedback regarding the survey results to Sailors, increasing the amount/quality of information available on career development, conducting further research on problems with the current detailing system, providing increased information on comparisons between military and civilian compensation, and providing better access to spare parts, supplies, and equipment needed by Sailors to do their jobs.

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Introduction

When assuming the role of the Chief of Naval Operations (CNO), Admiral Vernon Clark announced that during his tenure, he would seek to address five major priorities: manpower, current readiness, future readiness, quality of service, and alignment (Clark, 2000). Of these priorities, personnel surveys are probably best suited to address issues of quality of service. In this inaugural speech, the CNO defined quality of service as being composed of quality of work and quality of life. In the current "war for people"—a term often used by senior Navy leadership to denote the difficulties in retaining adequate numbers of qualified Sailors on active duty—the focus is on recruiting, training, and retaining the brightest and best Sailors possible. With this focus in mind, current Navy survey efforts such as the Navy-wide Personnel Survey (NPS) and the Navy Quality of Life Survey (NQOL) focus on assessing issues related to quality of service to provide a systematic means of collecting data on the attitudes and opinions of Sailors throughout the Fleet. This survey data augments other sources of corporate data maintained by the Navy (i.e., the Enlisted and Officer Master files, service records, etc.) enabling Navy leadership to set priorities and target policy initiatives to the needs and concerns of Sailors.

Background

In 1989, Vice Admiral Boorda, then Chief of Naval Personnel (CNP), in cooperation with the Navy Personnel Research and Development Center, set up the Navy Personnel Survey System (NPSS) as a means of collecting and organizing information on the needs, attitudes, and opinions of Sailors. The NPSS was developed with three primary objectives: 1) to coordinate all surveys administered to a Navy-wide population; 2) to conduct an annual omnibus (i.e., general issues) Navy-wide personnel survey; and 3) to conduct research focused on improving the scientific quality and efficiency of personnel surveys in the Navy.

The Navy-wide Personnel Survey (NPS) began in 1990 as the first survey product of the NPSS and was designed to meet the requirement for a Navy-wide omnibus survey. Its purpose was to measure the attitudes and opinions of Sailors about a variety of issues important to Navy leadership. A number of features were built into the design of the NPS. First, the NPS would be administered on an annual basis to facilitate tracking of trends in Sailor attitudes and opinions. Second, it would be a general issue survey addressing topics both immediate and of enduring interest to the Navy. Third, both officers and enlisted personnel would be randomly sampled, in great enough numbers so that their responses would be representative of the entire Navy.

For over 10 years now, the NPS has provided data on Sailors' attitudes and opinions regarding the quality of their work lives, career development, career intentions, and satisfaction with Navy life. The results of the survey are used by senior leadership in the evaluation of how effective the Navy is in caring for Sailors' work-related needs and in the consideration of potential Navy personnel policy change.

Problem

The morale and job performance of Navy personnel take on added importance in today's smaller Navy, where each individual must contribute to increased efficiency required of a reduced force in a still-hostile world. Navy personnel attitudes and opinions represent input vital

to the development and continuous improvement of Navy policies, procedures, and programs. Therefore, such opinions must be measured in a systematic and timely fashion, and furnish an accurate reflection of the views of the Navy's diverse and widespread membership.

Purpose

The NPS is a unique assessment tool administered biennially to a representative cross-section of the Navy. The purpose of the NPS is to create a data-based "portrait" of Sailor work life through the collection and analysis of demographic and survey data. The NPS also provides a vehicle for Navy leadership to assess major policies, programs, and current issues affecting Sailors' satisfaction with the Navy. The 2000 NPS reflects a major redesign and refocus of the survey to core issues affecting the everyday planning and implementation of the Navy's active duty force. The NPS complements corporate sources of personnel data by providing explanations for why Sailor employment trends are changing. The NPS focuses on such topic areas as Sailor demographics, gender integration, training/education needs, leadership satisfaction, financial status of Sailors, detailing, PERSTEMPO (i.e., time away from home), job characteristics, job satisfaction, career development, availability of resources, and overall satisfaction with Navy life. Information is used by Navy leaders to advocate for changes in policies and programs affecting Sailors' satisfaction with Navy life.

This technical note provides a summary of the 2000 NPS results. In addition, this report highlights areas of satisfaction among members of the current Navy population as well as issues and concerns raised by Sailors about the quality of their work lives. Detailed breakdowns of the results of the survey, which present the results for officers and enlisted Sailors separately, can be found in a separate report (Olmsted & Underhill, 2003).

Approach

The 2000 NPS was mailed to a stratified random sample of 20,000 active duty officers and enlisted Sailors in October 2000 (for a copy of the survey and other contact materials see Appendix A). The sample for the survey was drawn during August 2000 from a sampling frame of all Sailors with a projected rotation date of January 2001 or later ($n = 272,386$). The sampling represented approximately 5 percent of the total enlisted population and 11 percent of the total officer population (see Appendix B). Reminder postcards were mailed to the entire sample six weeks after the surveys were sent (see Appendix A). Completed questionnaires were accepted through 31 December 2000. Of the original sample, approximately 1,291 surveys could not be delivered and were returned by the mail service. A total of 6,111 usable surveys were returned, resulting in an adjusted return rate of 33 percent (i.e., returned surveys/(mailed surveys—non-deliverable surveys) = response rate or 6,111/(20,000-1,291) = 33%).

The survey responses were weighted by paygrade, minority status (minority vs. non-minority), and gender to allow for generalization of the results to the entire Navy population. Some categories (or population groups) are over represented in the sample (e.g., senior enlisted females), while others are under represented (e.g., enlisted males) to allow for adequate numbers to generalize to the active duty population. Additional consideration in weighting the responses was given to the differential return rate by paygrades. For more details on how weights were constructed for the survey, please consult Appendix B.

Organization of Report

This report summarizes the results of the 2000 NPS. The results are divided into the following sections: Characteristics of the Sample, Quality of Life Indicators, Quality of Work Life Indicators, Retention Indicators, Conclusions, and Recommendations. Each section contains a presentation of the major results of related survey findings and a discussion of the results in the context of current Navy policy and culture. Where necessary, the presentation provides information on the results of previous surveys or comparison to surveys done outside of the Navy. The conclusions and recommendations at the end of this report are consistent with those that were presented to senior leadership when the project was first briefed during the Spring and Summer of 2001.

Appendix A contains copies of the 2000 NPS survey cover letter and the survey instrument, as well as the pre-notification and reminder postcards. The sequence for mailing each of these documents is provided in the previous section titled "Approach."

Appendix B contains a description of the sampling and weighting procedures used in the survey. A discussion of the sampling and weighting methods as well as look-up tables are provided for the reader to explain the procedures in more detail.

Appendix C contains a discussion of margin of error and look-up tables to enable the reader to evaluate the impact of margin of error on survey results (i.e., statistical population estimates). The discussion and associated look-up table provide the reader with information on the margin of error for each point estimate, as well as directions on how this information can be used to test for significant differences between groups.

Characteristics of the Sample

In the sections that follow, the characteristics, opinions, and satisfaction of more than 6,000 Sailors will be detailed. Those who participated in the 2000 NPS represent approximately six percent of the U.S. Navy active duty population. This section describes the personal and service/career characteristics of Sailors who completed the survey. These data have been weighted to increase the accuracy of the statistics presented in this report, and are representative of the characteristics, opinions, and satisfaction of Sailors in the U.S. Navy as a whole.

Personal Demographics

A central concern of the NPS is to collect attitude and opinion data from a representative sample of Sailors. To achieve representation, the survey was sent to a stratified random sample of 20,000 Sailors who were on active duty status during the final quarter of calendar year 2000. This section of the report describes those participants with a variety of demographic characteristics, using information they provided on the questionnaire.

Gender and Ethnicity

Tables 1-3 show the distribution of the respondent sample compared with the total U.S. Navy population (Cotton, 2000) in terms of gender, race, and Hispanic ethnic status. As indicated in these tables, characteristics of Sailors who returned the survey closely mirror the actual Navy

population. The only discrepancy between the returned sample and the population was for race; the final returned sample contained lower than expected number of surveys from Black/African-American Sailors and higher than expected number of surveys from other minorities.

Table 1
Gender Distributions of the Navy Population and the NPS Sample

	Navy Population		NPS Sample (Weighted)	
	Frequency	Percent	Frequency	Percent
Male	302,749	87	5,233	87
Female	46,766	13	809	13

Table 2
Racial Distributions of the Navy Population and the NPS Sample

	Navy Population		NPS Sample (Weighted)	
	Frequency	Percent	Frequency	Percent
White/Caucasian	249,578	71	4,330	71
Black/African-American	64,677	19	773	13
Other Minority	35,260	10	995	16

Table 3
Hispanic Ethnic Distribution of the NPS Sample

	Frequency	Percent
Non Hispanic	5,462	91
Mexican, Mexican-American	233	4
Puerto Rican	95	2
Cuban	16	< 1
Other Spanish, Hispanic, Latino	216	3

Religious Preference

The majority of Sailors identified themselves as being Christians with Protestant Christianity (42%) and Catholicism (28%) being relatively common while a small number (0.3%) reported being Orthodox Christian (see Table 4). Approximately one-fifth of Sailors reported that they do not have a religious preference (22%), while the remaining six percent of respondents were distributed among other religions. Overall, officers were most likely to report affiliation with traditional Christian religions such as Protestant Christian denominations or Catholicism. While enlisted Sailors were also most likely to report affiliation with Protestant Christian denominations or Catholicism, they showed a much higher tendency than officers to report that they are affiliated with some other non-mainstream religion or that they are not affiliated with any religion. These numbers are highly consistent with previous findings from the NPS

indicating relatively little change over the past several surveys (Olmsted, Kantor, & Palmisano, 2001; Kantor, Wilcove, & Olmsted, 1998; Kantor, Cullen, Wilcove, Ford, & Olmsted, 1997).

Table 4
Distribution of Sailor Religious Preference

	Percent	
	Enlisted	**Officers**
Protestant Christian	40	48
Catholic	27	34
None	23	13
Other	6	2
Orthodox Christian	< 1	< 1
Mormon/Latter-day Saints	2	1
Jewish	< 1	1
Muslim	< 1	< 1
Hindu	< 1	< 1
Buddhist	1	< 1

Educational Status

Of the enlisted members in this sample, 96 percent were high school graduates, 45 percent had taken some college classes, and 16 percent had completed a 2-year college degree or higher (see Table 5). Only one percent of enlisted respondents reported that they had not completed high school, while an additional three percent of respondents had completed an alternate high school degree (i.e., GED, home study, or adult-school certificate). In comparison, enlisted Sailors were approximately six percent more likely to have completed high school than adults in the general population (Newburger & Curry, 2000).

Forty-seven percent of officers reported that they have completed a bachelor's degree, while an additional 40 percent have completed advanced degrees at the master's and doctoral/professional degree level. Only 13 percent of officers report that they have less than a 4-year bachelor's degree. Overall, officers tended to have more higher education and advanced degrees than enlisted Sailors do.

Table 5
Current Level of Education Attained by Sailors

	Percent	
	Enlisted	**Officers**
Less than high school completion (no diploma)	1	--
Alternate degree (GED/home study/adult-school)	3	--
High School diploma (graduate)	35	2
Some college (no degree)	45	7
Associates degree or other 2-year degree	9	4
Bachelor's degree (B.A. or B.S.)	6	47
Master's degree (M.A., M.S., M.B.A., etc.)	1	30
Doctoral or professional degree (J.D., Ph.D., M.D., etc.)	--	10

Marital Status

Overall, 60 percent of Sailors reported that they were currently married (including those remarried or legally separated), 34 percent were single (never married), 5.6 percent were divorced, and less than 1 percent widowed. In the general U.S. population, the Census Bureau reports that 56 percent of adults are married, while 9.8 percent of the population is currently divorced (Lugaila, 1998). These results indicate that Sailors are currently more likely to be married and less likely to be divorced than in the general public. These numbers are highly consistent with previous findings from the NPS indicating relatively little change over the recent surveys (Olmsted et al., 2001; Kantor, Wilcove, & Olmsted, 1998; Kantor, Cullen et al., 1997).

An interesting trend in marital status was found in Sailor responses. The majority of Sailors (81% officers and 83% enlisted) reported that they were single when they joined the Navy. However, the percent of Sailors who are single drastically declines over the first 10 years of active duty service, as the majority of Sailors appear to get married and embark on family life (see Figure 1). The increase in marriage shows a more significant growth pattern for officers during the first 10 years than for enlisted; however, most Sailors appear to get married between 5–10 years of active duty service.
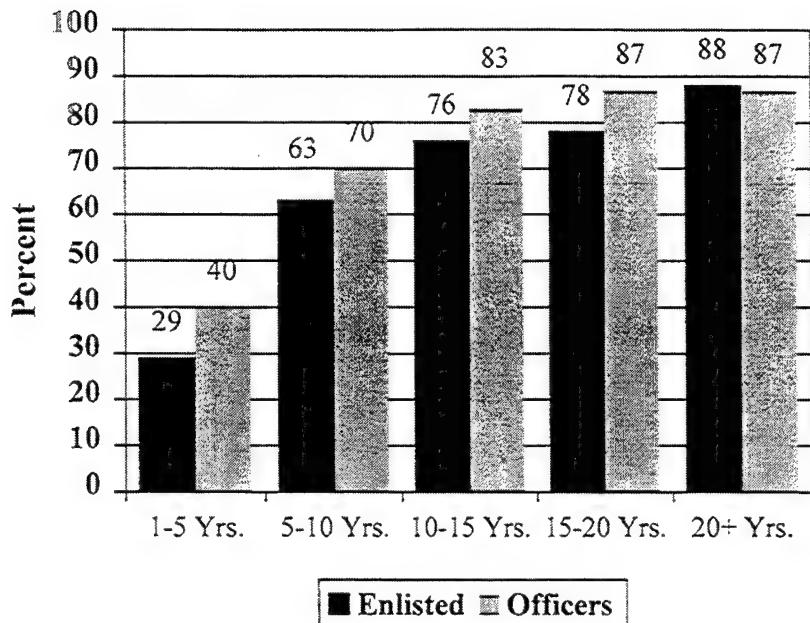
Figure 1. Percentage of Married Sailors by Length of Service.

Dependents

The majority of officers (75%) and enlisted Sailors (57%) report that they currently have dependents living with them. These dependents primarily consist of non-military spouses (52% officers and 37% enlisted) and children who live either part-time (3% officers and 5% enlisted) or full-time (56% officers and 41% enlisted) in the Sailor's household. In addition, approximately one percent of Sailors currently have legal wards living within their household and two percent have parent(s) or other relatives living with them. For a breakdown of Sailor dependents by officers and enlisted Sailors see Table 6.

Table 6
Distribution of Sailor Dependents by Group

	Percent	
	Enlisted	**Officers**
None	43	25
Spouse (non-military)	37	52
Child/children living with me full-time	41	56
Child/children living with me part-time	5	3
Legal ward(s) living with me	1	<1
Parents or other relatives	2	2

Parental Status

Fifty-nine percent of officers and 46 percent of enlisted Sailors report that they are parents of children under the age of 21 who are currently living in their household. Households with

children under the age of 21 years have approximately two children (average of 1.92 children). The vast majority of Sailors who have children under 21 years (95%), report that they maintain a two-parent household. Approximately four percent of officers and six percent of enlisted Sailors reported they are currently single parents. Most single parents report they have one child (65%), a fourth (25%) have two, and approximately 10 percent of single parents have three or more children. Female Sailors are significantly more likely to be single parents (36%) than are male Sailors (9%).

Childcare

Thirty-one percent of officers and 39 percent of enlisted Sailors report that they currently have one or more children in some form of childcare. Of those using childcare, the most common childcare providers included private licensed facilities (36%), military child development centers (24%), civilian operated family home care (17%), relative/older sibling (14%), and family friends (14%). For a breakdown of childcare options used by Sailors see Table 7 below.

Table 7
Childcare Options Used by Sailors

	Percent	
	Enlisted	**Officers**
Private licensed facility	34	44
Civilian operated family home care	25	21
At-home employee	17	15
Relative or older sibling	14	13
Friend	14	11
Your Spouse	10	15
Military child development center	8	7
Base-operated family home care	7	9
Other	5	6

Both officers and enlisted Sailors reported that average monthly costs for childcare were between $200 and $399 (see Table 8). There are significant discrepancies between the costs paid for childcare between officers and enlisted on both the high and low ends of the continuum; in general, a greater number of officers pay less than $200 per month or over $800 per month for their children's childcare. This discrepancy in part appears to be due to the fact that officers (44%) are more likely to use private licensed childcare facilities than enlisted Sailors (34%).

Table 8
Total Amount Spent on Childcare Each Month

	Percent	
	Enlisted	**Officers**
Less than $200	19	27
$200 to $399	44	29
$400 to $599	26	19
$600 to $799	6	9
$800 to $999	3	8
$1000 or more	2	8

Spouse Employment

The majority of married Sailors have spouses who currently work (65%), in either a full-time (39% officers and 50% enlisted) or part-time (19% officers and 17% enlisted) capacity. Of those who are employed, the majority of spouses have civilian jobs (42%), are on active duty (7%) in the Navy, or work in civil service jobs (6%). There is a significantly greater number of officer spouses (44%) who are currently not employed when compared to enlisted spouses (36%). These numbers are highly consistent with previous findings from the NPS indicating relatively little change over the past several surveys (Olmsted et al., 2001; Kantor, Wilcove, & Olmsted, 1998; Kantor, Cullen et al., 1997). For a complete breakdown of the employment status of Navy Spouses see Table 9.

Table 9
Employment of Navy Spouses

	Percent	
	Enlisted	**Officers**
Active duty, Navy	7	6
Active duty, Other Service	< 1	1
Reserve, Navy	1	1
Reserve, Other Service	< 1	1
Civil Service	6	5
Civilian Job	44	36
Self-Employed	5	5
Retired	1	2
Not Employed, by choice	24	38
Not Employed, but actively job hunting	7	4
Not Employed for other reasons	5	2

Housing

The majority of Sailors report that they currently live in off-base housing that they are renting or buying (see Table 10). In addition, significant numbers of enlisted Sailors report that they live in a barracks/dorm (14%) or aboard ship (12%). Significant differences between

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officers and enlisted Sailors were found. Officers were more likely to live in rented housing or own their own home, while enlisted were more likely to live aboard ship, in a barracks/dorm, or in off-base military housing. Enlisted housing appears to be driven in part by the fact that the majority of junior enlisted are either undergoing training or are assigned to live aboard ship due to their rank.

Table 10
Where Sailors Live at Their Current Duty Station

	Percent	
	Enlisted	**Officers**
Rent housing (off-base)	34	39
Own my own home (off-base)	19	40
Aboard ship	12	1
Barracks/dorm (including BEQ or BOQ)	14	1
Military housing (on-base)	10	11
Military housing (off-base)	9	6
Geographic Bachelors quarters	1	1
Other	1	1

Accompanied Status

The majority of Sailors who have dependents are presently accompanied by all (90% officers and 77% enlisted) or part (4% officers and 6% enlisted) of their household at their current assignment (see Table 11). Six percent of Sailors are temporarily unaccompanied, while nine percent are permanently unaccompanied. Overall, there was a significant discrepancy between officers and enlisted, with enlisted Sailors being less likely to have all members of their household accompanying them at their present assignment.

Table 11
Degree to which Sailors are Accompanied at Their Present Assignment
by the Members of Their Household

	Percent	
	Enlisted	**Officers**
Accompanied by all dependents	77	90
Accompanied by some dependents	6	4
Temporarily unaccompanied	7	2
Permanently unaccompanied	10	4

Of the nine percent of Sailors (4% officers and 10% enlisted) who were permanently unaccompanied by the members of their household, the top reasons were by their own choice, because of personal reasons, because family members chose to remain in another location, spouse employment, and "other" non-specified reasons (see Table 12). Differences between groups occurred for reasons such as spouse employment and owning a home at the previous location being much more important for officers, while new work schedule, family location preference, and personal reasons were more important for enlisted Sailors.

Table 12
Top 10 Reasons Why Sailors Are Unaccompanied at Their Present Assignment by Group

	Percent	
	Enlisted	**Officers**
By choice (self or spouse)	41	44
Other	40	30
Personal reasons	40	23
Family members prefer to remain in other location	36	29
Your new work schedule	26	15
Spouse employment	20	36
Own a home at old location	18	31
Cost of civilian housing in new location	16	7
Costs associated with moving	16	9
Length of new duty assignment	14	16

Geographic Bachelors

An issue of special interest to Navy leaders over the past few years has been the situation of geographic bachelors—married Sailors who are separated from their families by assignment requirement or relocation. Survey results indicate that approximately 3.2 percent of Sailors are currently geographic bachelors. Geographic bachelors are primarily enlisted (86%), assigned to sea duty (71% vs. 28% who are on shore duty), and have been in the Navy for 10 or more years (62%). Interestingly, only 15 percent of geographic bachelors identified in the survey indicated that they currently use the geographic bachelor barracks for their residence.

The most common reasons cited for why geographic bachelors were currently separated from their families included spouse employment, their own choice, family member preference to remain in another location, personal reasons, and owning a home at their previous duty station (see Table 13). Interesting differences between enlisted Sailors and officers emerged that included the significant importance of spouse employment and owning a home at a previous duty station for officers, and personal reasons for enlisted geographic bachelors.

Table 13
Top 5 Reasons Why Sailors Are Currently Geographic Bachelors by Group

	Percent	
	Enlisted	**Officers**
Spouse employment	47	64
By choice (self of spouse)	49	47
Family members prefer to remain in other location	48	43
Personal reasons	43	26
Own a home at my old location	34	56

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Service/Career Demographics

Length of Service

The average length of active duty service for Sailors completing the survey was 9.3 years. On average, officers in our sample had served on active duty for 13 years compared to an average of 8.5 for enlisted Sailors. This difference is illustrated by the significant differences in the number of years served on active duty at both the low and high ends of the spectrum. For example, while 31 percent of enlisted respondents had served for less than 3 years only 9 percent of officers had done so. On the other hand, while 17 percent of officer respondents have served 20 or more years on active duty, 4 percent of enlisted report the same. For a detailed breakdown of length of service see Table 14.

Table 14
Length of Naval Service by Group

	Percent	
	Enlisted	**Officers**
Less than 1 year	1	1
1 to 3 years	30	8
3 to 5 years	13	9
5 to 10 years	17	18
10 to 15 years	17	21
15 to 20 years	18	25
20 or more years	4	17

Billet Type/Deployment

A little over half of those participating in the survey were assigned to sea duty (53%), while 43 percent were on shore duty and 3 percent were on neutral, Duty Under Instruction, or other types of special duty. Of those who responded to the survey, officers were more likely to be assigned to shore duty, while enlisted Sailors were more likely to be assigned to sea duty (see Table 15).

Table 15
Distribution of Billet Type by Group

	Percent	
	Enlisted	**Officers**
Sea Duty	57	38
Shore Duty	40	57
Other Duty (neutral, duty under instruction, etc.)	3	5

While the majority of Sailors who responded to the survey were on sea duty, only 16 percent of total respondents (11% officers and 17% enlisted) indicated that they were currently on deployment. Of those who were assigned to sea duty, approximately 30 percent indicated that they were currently on deployment.

Duty Location

The majority of Sailors who responded to the survey reported that they had been at their current duty station between 12 and 18 months. In general, officers had been at their current duty station for a shorter length of time than enlisted had been at their current duty station (see Table 16).

Table 16
Length of Time at Current Duty Station

	Percent	
	Enlisted	Officers
Less than 6 months	4	7
6 months to less than 12 months	22	25
12 months to less than 18 months	25	29
18 months to less than 24 months	18	16
24 months or more	31	22

The majority of Sailors who responded to the survey reported that they were currently stationed in either Continental U.S. (CONUS) East Coast (46%) or West Coast (29%) locations. For a detailed breakdown of the homeport locations of survey respondents see Table 17.

Table 17
Where Sailors Are Homeported in the Fleet

	Percent	
	Enlisted	Officers
Alaska or Hawaii	5	5
CONUS (East Coast)	45	52
CONUS (West Coast)	30	25
Europe (including the Mediterranean)	5	5
Far East	5	5
Caribbean	1	1
Middle East	1	1
South or Central America	1	< 1
Other	8	6

Type of Ship/Activity

Shore or staff command was the most common type of ship/activity to which respondents were currently assigned. Officers also indicated that training commands, sea deployed aviation squadrons, and "other" were common ship/activity assignments. Common ship/activity assignments for enlisted Sailors included aircraft carrier, "other," training command, sea deployed aviation squadron, destroyer, and amphibious ship. For a detailed breakdown of ship/activity assignments see Table 18.

Table 18
Type of Ship/Activity Currently Assigned

	Percent	
	Enlisted	**Officers**
Afloat Staff	2	2
Aircraft Carrier	12	6
Amphibious Craft	1	< 1
Amphibious Ship	8	3
Aviation Squadron Sea Deployed	9	8
Aviation Squadron Shore Deployed	5	6
Cruiser	3	2
Destroyer	8	6
Minecraft	1	1
Other	11	9
Reserve Unit	2	1
Service Force Ship	2	1
Shore Based Deployable Unit	5	2
Shore or Staff Command	31	46
Special Warfare Unit	2	1
Submarine	5	4
Tender/Repair Ship	1	1
Training Command	8	10

Paygrade and Occupational Specialties

Table 19 presents the distribution of paygrades for respondents to the survey compared with the entire Navy population (Cotton, 2000) at the time of the survey. The table indicates a few small differences between the return sample and the actual proportion of Sailors in each category, but in general supports the notion that the sample closely approximates the distribution of the Navy by paygrade.

Table 19
Paygrade Distributions of the Navy Population and the NPS Sample

	Navy Population		NPS Sample (Weighted)	
	Frequency	Percent	Frequency	Percent
E-3 and Below	72,303	20.7	1,253	20.5
E-4 to E-6	184,476	52.8	3,215	52.6
E-7 to E-9	31,345	9.0	552	9.0
WO	2,053	0.6	37	0.6
O-1 to O-3	36,732	10.5	641	10.5
O-4 and Above	22,606	6.5	415	6.8

Survey respondents were also asked to identify their occupational specialty in the Navy. Table 20 presents a breakdown of the reported occupational specialties (i.e., officer community) for officers. The most frequently indicated officer communities included Limited Duty Officer, Unrestricted Line Officer, and Surface Warfare Officer.

Table 20
Officer Occupational Specialties (i.e., Community)

Officer Occupational Specialties	Designator Series	Percent
Aeronautical Engineer	151x	1
Aerospace Engineer	150x	< 1
Aviation Engineer	152x	1
Chaplain	411x	1
Civil Engineer	510x	3
Dental Corps	220x	2
Engineering	140x, 144x, 146x	1
Fleet Support	110x, 170x	3
Judge Advocate General	250x	1
Limited Duty Officer	7xxx	14
Medical Corps	201x, 210x	4
Medical Service Corps	230x, 235x	6
NFOS	132x	7
NFOS Training	137x	< 1
Nurse Corps	290x	5
Pilot	131x	2
Pilot Training	139x	1
Special Duty	16xx, 180x, 188x	5
Special Operations	114x, 119x	1
Special Warfare	113x	1
Submarine	112x, 117x	7
Supply Corps	310x	6
Surface Warfare Officer	111x	10
Surface Warfare Officer (Training)	116x	5
Warrant Officer	7xxx	3
Unrestricted Line Officer	130x, 131x, 134x, 135x, 136x, 190x, 197x	13
Unknown	115x, 172x, 350x, 420x, 816x	2

Table 21 presents a breakdown of the reported occupational specialties (i.e., enlisted ratings or striker ratings) for enlisted Sailors. The most frequently indicated enlisted occupational specialties included Surface Operations, Aviation Mechanics, and Aviation Avionics. Of those who participated in the survey, 11 percent of enlisted did not provide information on their current rating; this appears to be due primarily to the fact that the majority of these sailors have not advanced to petty officer status or higher and are therefore ineligible to wear a striker rating badge.

Table 21
Enlisted Occupational Specialties (i.e., Ratings)

Enlisted Community	Rating Codes	Percent
Administrative/Media	DT, DM, IM, JO, OM, PH, PN, RP, YNN, YNC, PNC, PHC, MU, YN	7
Aviation Avionics	AC, AE, AG, AT, AW, AZC, AWN, AWH, AWA, AV, ATO, ATN, ATI, ATC, AGC, AEC, ACC, AZ	10
Aviation Mechanics	AB, AD, AM AMA, AMH, AMS, AO, AS, ASC, AOO, AOC, AME, AMC, AFC, AF, ADC, ADA, ABH, ABF, ABE, ABC, PR	12
Cryptology/Intelligence	CTA, CTI, CTM, CTO, CTR, CTT, CT, EW, IS	4
Electronics/Communication Technician	EWC, ETV, ETS, ETR, ETN, ETC, EMN, EMC, IC	2
Legal/Law Enforcement	NCR, NCC, NC, MA, MAC, LN	1
Machinist Mate	MMW, MMS, MMN, MME, MMC, MMM, MMA	1
Medical/Dental	HM, HMT, HMC, HHC, FMF, DTC, DN, HN, HNC	8
Seabees	BU, CU, CE, CM, CN, EA, EO, SW, UT	2
Submarine	FT, FTB, FTG, MS, MT, MTC, QM, QMC, STS	4
Supply	DK, LI, MS, PC, SH, SKK, SKC, MSC, AKC, AK, SK	7
Surface Combat	GM, GMG, GMM, OTA, OTM, STG, MN, TMT, TMO, GMC, FCC, FC, DS, WT	5
Surface Hull/Electrical	DC, HT, ML, MR, MRC, HTC, DCC, PM	5
Surface Main Propulsion	BT, EN, ENC, GS, GSM, GSE	8
Surface Operations	BM, CP, OS, RM, SN, OSC, ITC, IT, BMC, SM	13
Unknown/Missing	--	11

Quality of Life Indicators

In the contemporary workplace, quality of life has taken on two distinctly different meanings. First quality of life refers to the subjective well-being or the level of satisfaction individuals have with their lives. This encompasses such things as the quality of interpersonal relationships, standard of living, work, housing, recreation, spiritual life, and many others (Diener, Emmons, Larsen, & Griffin, 1985; Campbell, Converse, & Rodgers, 1976). These and other factors all contribute to the individual's perception of the quality of their own life. The main idea behind this conception of quality of life is that when people perceive their quality of life as being good they tend to be happier, healthier, and more productive. With this in mind, we move to the second meaning of quality of life as it has come to mean in many workplace settings, namely a focus on programs, services, and policies that support employees (Kerce, 1995; Campbell et al., 1976). This second meaning focuses predominantly on what is provided to employees and their families (or significant others) as a means of improving their own assessment of their quality of life. Typically these programs, services, and policies have been looked at as being incentives or workplace perks. However, it has become increasingly the case that employees expect that many of these things will be available as normal aspects of any given job.

The Navy has had a long tradition of providing a wide variety of programs, services, and policies that are designed to support Sailors and their families (or significant others). Some examples of these programs are things such as the Morale, Welfare, and Recreation programs, Navy housing, childcare, the Navy Exchange, and many more. These programs are designed to benefit Sailors by providing services or products that will make their lives easier, less costly, and—most importantly—will support their ability to focus on their military job. The following section covers a variety of indicators of quality of life that were included in the 2000 NPS. The findings presented in this section cover both meanings of the quality of life, although there is a distinct focus on the first meaning—factors that are believed to contribute directly to the level of satisfaction Sailors have with Navy life.

Standard of Living

The standard of living of a particular individual or group is typically seen as being defined by a combination of income, expenditures (including necessary and discretionary spending) and savings (Horrell & Humphries, 1992). Results from the survey provide data on a number of these issues related to the standard of living of Sailors who are currently on active duty. While the information provided below does not provide a comprehensive economic assessment of Sailors lives, it does point to some important findings about the financial status of Sailors.

Most Sailors (80%) report that their Navy job provides the majority of their household income. However, many Sailors report that they regularly supplement their income by use of alternate sources of income such as second jobs, spouse income, investments, and financial assistance (see Figure 2).
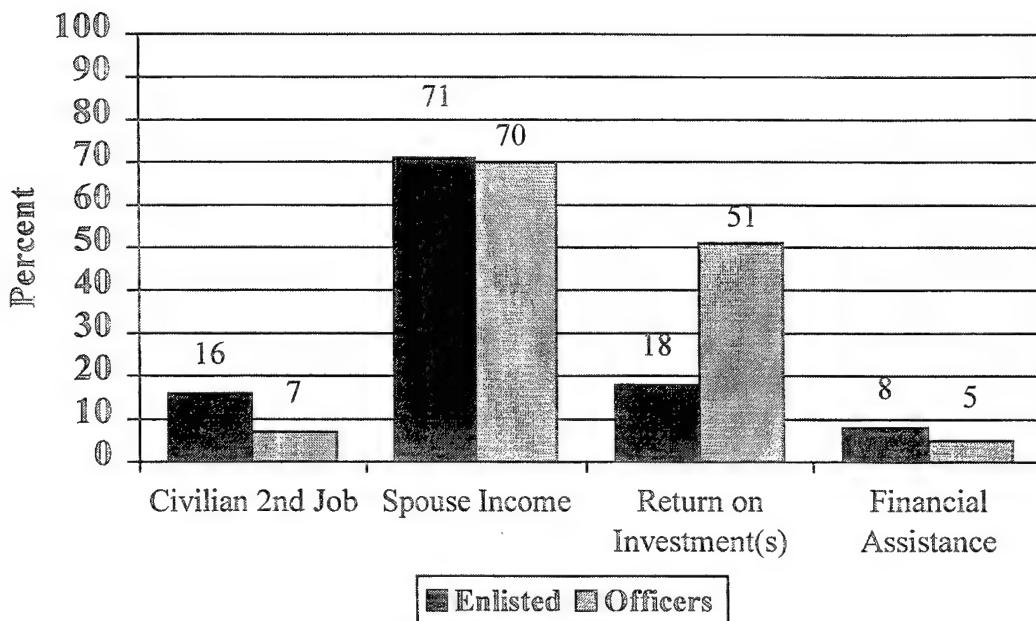
Figure 2. Percentage of Income Reported by Sailors from Sources Other than Their Navy Job.

Specifically, over 71 percent of married Sailors report that their spouse contributes to total family income on a regular basis. This income tends to be less than the Sailors' contribution but is substantial, with approximately half of Sailors reporting that their spouse contributes under 40 percent of the total household income (see Figure 3). Seven percent of officers and 16 percent of enlisted Sailors report that they earn income from second jobs in the civilian community. One of the most surprising sources of income were returns on financial investments. Fifty-one percent of officers and 18 percent of enlisted reported that they received some portion of their household income from investments during 2000. Finally, a small minority of Sailors (5% officers and 8% enlisted) reported that they received some form of financial assistance in the past year; the most commonly used types of financial assistance were Women and Infant Children Assistance (7%), Food Stamps (1%), and Head Start (1%). For a detailed breakdown of sources of financial assistance received by Sailors see Table 22.
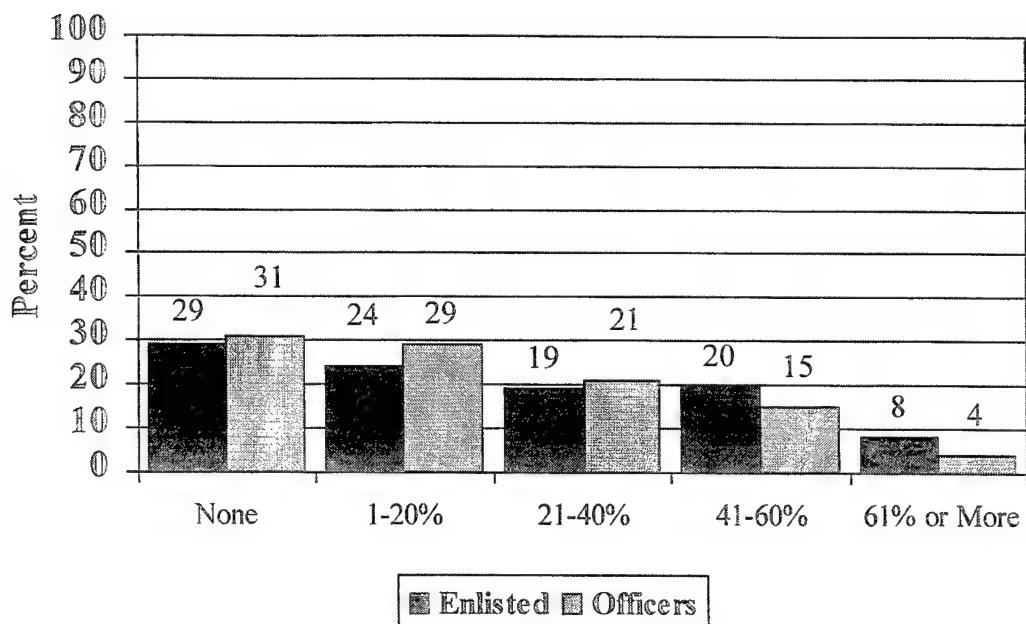
Figure 3. Percentage of Total Family Income Contributed by Spouses.

Table 22
Types of Financial Assistance Received by Sailors

| | Percent | |
	Enlisted	Officers
Did not receive financial assistance	91.8	94.9
Medicaid	0.7	0.5
Supplemental Security Insurance	0.9	0.6
Unemployment compensation or workers compensation	0.6	0.4
State-funded childcare assistance	0.7	0.5
Women and Infant Children Assistance (WIC)	8.0	0.6
Aid to Families with Dependent Children	0.4	0.5
Food Stamp Program	1.3	0.4
Head Start Program	1.1	0.4
Other	2.1	1.4

Sailors report that they frequently experienced significant out-of-pocket expenses associated with their lives in the Navy. For instance, 44 percent of officers and 37 percent of enlisted pay over $400 per month for childcare (see Table 23). The discrepancy in the amount paid for childcare appears to be due in part to the fact that a greater number of officers choose more expensive childcare options such as private licensed facilities (44% officers and 34% enlisted) rather than using lower cost alternatives.

Table 23
How Much Sailors Pay for Childcare Each Month

	Percent	
	Enlisted	Officers
Less than $200	19	27
$200–399	44	29
$400–599	26	19
$600 or more	11	25

Sailors also report that they regularly find it necessary to pay over the Basic Allowance for Housing (BAH) to cover the expenses of maintaining their household. Currently, BAH is designed to cover approximately 80 percent of the expenses associated with rent, utilities, and insurance for Sailors living in off-base civilian housing. The results, found in Table 24, indicate that 43 percent of officers and 27 percent of enlisted pay $400 or more over the BAH each month. These results indicate significant recurring expenses for Sailors. This situation is likely to improve as the Navy works towards 100 percent coverage of housing expenses with a new accelerated BAH, however, program changes will only occur as the Navy is able to secure support from Congress for changes to the BAH system.

Table 24
How Much Sailors Pay Over the BAH Each Month

	Percent	
	Enlisted	Officers
None	8	9
Less than $200	22	17
$200–$399	43	32
$400–$599	17	23
$600–$799	5	10
$800 or more	5	10

A significant topic of discussion throughout the Department of Navy over the past few years has been the desire on the part of Sailors to have a significant increase in pay, incentives, and benefits to match their perceptions of compensation in the civilian world. Prior to the survey, the National Defense Authorization Act 2000 provided the first of several increases and program changes to military pay, incentives, retirements, and other benefits (United States Congress, 2000). The changes in compensation were designed to provide more equity with civilian compensation and to account for economic inflation in the country. The impact these changes had on retention of Sailors will be discussed later in this report under the heading of career decisions.

When asked about satisfaction with their current pay and benefits, only 51 percent of officers and 26 percent of enlisted Sailors said they were satisfied. One of the driving forces behind this low satisfaction with pay appears to be a perception by Sailors that they are not adequately paid for the work they do in the Navy. For instance, only 41 percent of officers and 20 percent of enlisted report that they believe that they are fairly compensated when taking into account all

their pay, incentives and benefits (see Figure 4). These results, while indicating fairly low satisfaction with compensation, represent a significant improvement over findings from a previous survey on Sailor satisfaction with pay and benefits. For instance, in response to the Navy Personnel Pay Survey, which was conducted across the Fleet during the Fall of 1998, only seven percent of Sailors indicated that they believed that they were adequately paid for the job they performed for the Navy (Culbertson & Hendron, 1999).

	Agree	Neutral	Disagree
E-1 to E-3	17	25	58
E-4 to E-6	20	23	57
E-7 to E-9	24	18	58
WO	27	14	60
O-1 to O-3	39	20	41
O-4 and Above	45	15	40
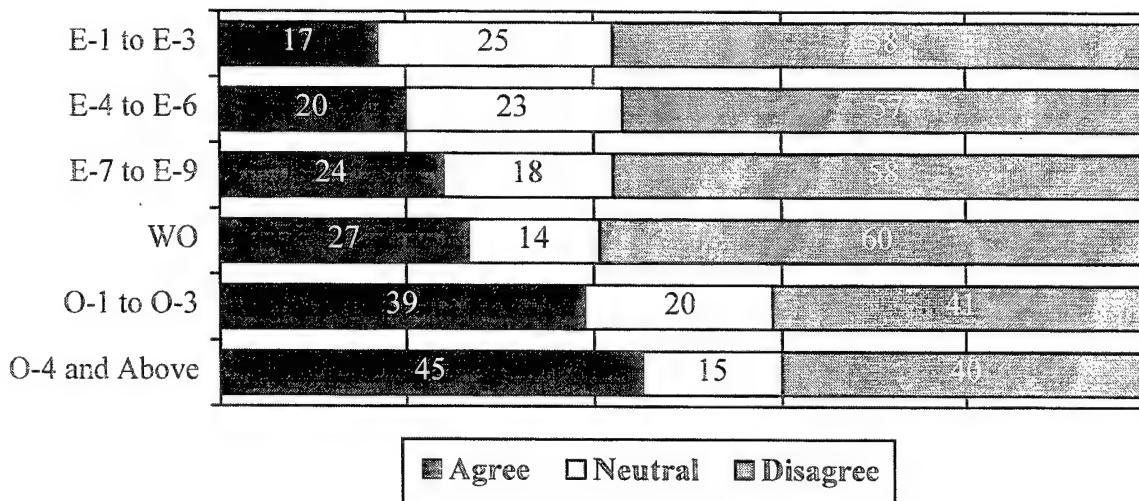
Figure 4. Percentage of Sailors Who Agree or Disagree with the Statement: "I Am Fairly Compensated Considering All of the Pay, Incentives and Benefits I Receive."

Another explanation for why Sailors have such low satisfaction with pay and other types of compensation is they believe that they are not paid at a comparable rate with their civilian counterparts. The finding that 82 percent of Sailors indicated that civilians with comparable skills and training who are doing similar jobs are paid more supports this proposal. Again, this finding shows improvement over the previous Navy Personnel Pay Survey, where 92 percent of respondents indicated that their civilian counterparts are paid more than they are (Culbertson & Hendron, 1999). When asked how they knew civilians are paid more, Sailors indicated they either knew someone personally in a similar civilian job, they had personal job-hunting experience, or they had read an article or report discussing military pay.

Table 25
How Sailors Know that Civilians Are Paid More

	Percent	
	Enlisted	Officers
Know someone in a similar civilian job	81	84
Personal job hunting experience	59	53
Read some other article or report	41	53
General perceptions of pay	25	27
Read a Navy Time article	18	22
Other	19	16
Watched a TV news report	16	19

Finally, Sailors may continue to have low satisfaction with pay and other types of com
2.

pensation because they are not able to afford to live on the incomes that they currently have. For example, while the majority of officers (79%) report that they are able to pay their bills and meet their financial obligations, less than half (42%) of enlisted Sailors are able to report the same (see Figure 5). There is a wide variety of possible explanations for this finding, including low income, poor financial planning, and Sailors living outside of their means, to name a few. However, significant numbers of junior enlisted (48%) and petty officers (35%) report that they are having difficulty meeting their financial obligations on a regular basis. Financial problems have been found in previous research to be related to employee morale, attendance, and productivity (Grable & Joo, 1998; Joo, 1998).

	Agree	Neutral	Disagree
E-1 to E-3	27	25	48
E-4 to E-6	44	21	
E-7 to E-9	61	16	
WO	64	17	19
O-1 to O-3	78	10	12
O-4 and Above	82	10	
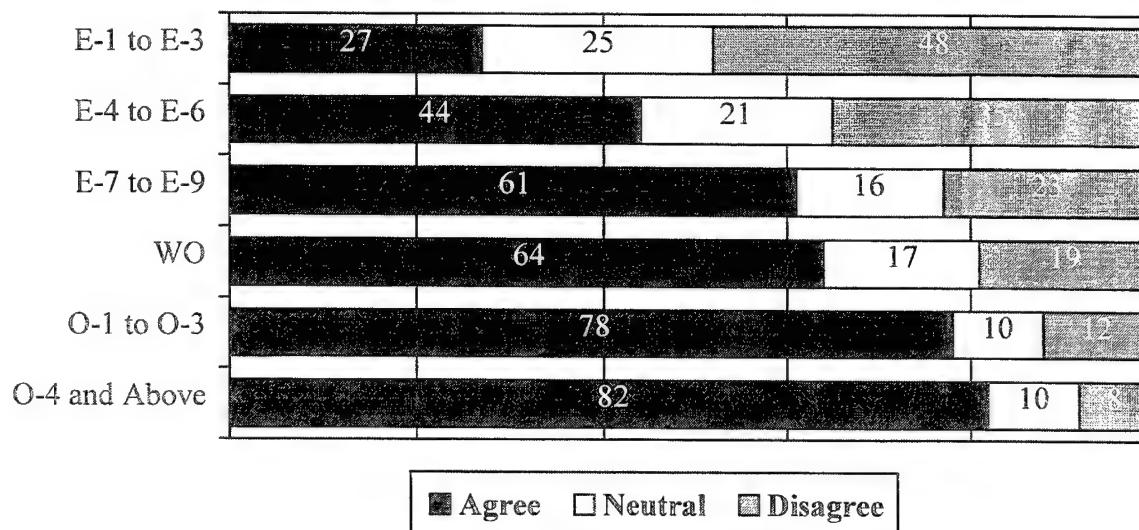
Figure 5. Percentage of Sailors Who Agree or Disagree with the Statement: "I Am Able to Pay My Bills and Meet My Financial Obligations with the Pay I Receive."

One of the common measures used by financial planners to assess the financial health of an individual or family is the ratio of savings to debt. For years the conventional wisdom has been that individuals and families should maintain the equivalent to three months of their income and expenses in savings or other easily liquidated investments as a buffer against unforeseen unemployment, major health crises, or other emergencies. Due to the significant losses in the stock market and the general economic downturn of 2000 and 2001, some analysts now recommend that individuals and families should increase their savings to the equivalent of six or more months of income and expenses (Sahadi, 2001). When compared to this standard, many Sailors appear to be at a high risk for potential financial difficulty. For instance, 3 percent of officers and 18 percent of enlisted either do not have a bank account or do not currently have any money in a bank savings account (see Figure 6). Of those who currently have $1,000 or more in savings only 33 percent of officers and 7 percent of enlisted currently report that they have $10,000 or more in the bank. These savings numbers also occur in the context of a real downturn in personal savings with the average person saving only approximately one percent of his or her total income (CNN/Money Magazine, 2001).
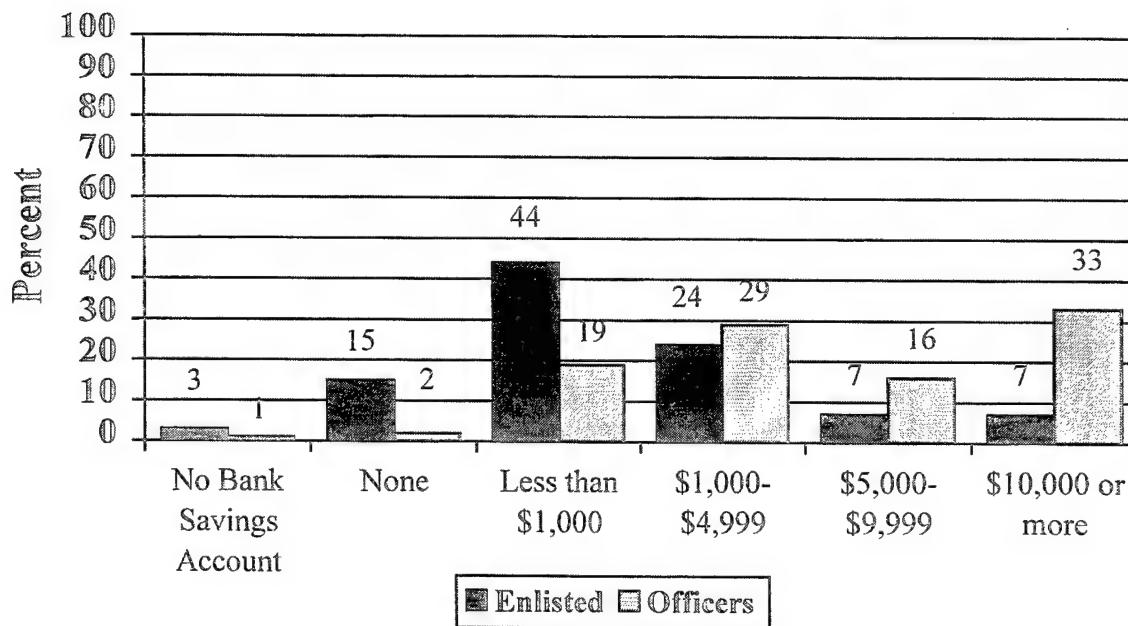
Figure 6. How Much Sailors Report They Currently Have in Savings.

Another factor in considering the financial health of Sailors is the amount of debt that Sailors report they currently owe. There are two primary types of debt consumers can incur, unsecured and secured debt. Unsecured debt is often referred to as short-term or consumer debt. For Sailors, this represents such things as credit card debt, debt consolidation loans, AAFES loans, NEXCOM loans, student loans, and other personal loans that are not associated with property or significant collateral. Secured debt is characterized by long-term lines of credit associated with property or significant collateral such as home mortgages, car loans, boat loans, etc. On the survey, Sailors were asked to report on how much debt they currently had in ordinal increments of $5,000 for personal debt and $10,000–25,000 for secured debt. On average, Sailors reported that they carried $1,000–$4,999 in unsecured short-term debt and $10,000–$24,999 in secured long-term debt (see Figures 7 and 8).

A recent report from the editors of CNN and Money magazine indicated that consumers in the general population had an average of 12.1 credit cards with a total average balance of $8,523 across their unsecured lines of consumer credit (CNN/Money Magazine, 2001). Officers tended to carry larger consumer debt than enlisted, having an average of $5,000–$9,999 in unsecured short-term debt compared with $1,000–$4,999 for enlisted Sailors. When comparing these numbers to the general population, officers appear to be within the average range while enlisted Sailors are slightly below average in the amount of short-term debt they maintain. However, a significant minority of Sailors (33% officers and 22% enlisted) currently carry considerable unsecured credit balances of $10,000 or more, indicating the potential for serious financial difficulty. For a detailed breakdown of unsecured credit debt see Figure 7.
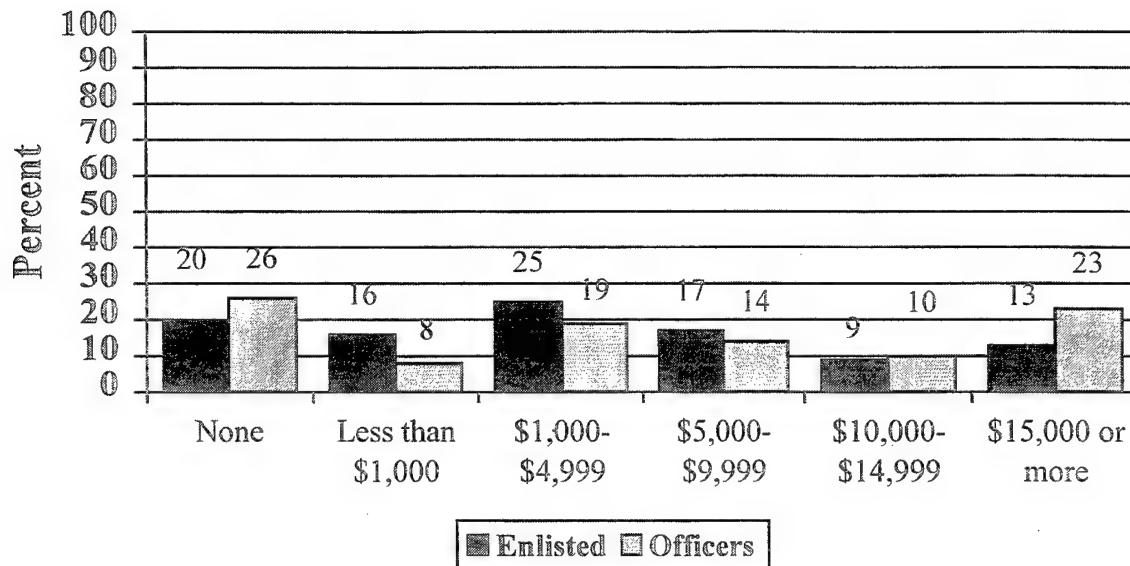
Figure 7. Amount of Unsecured Debt Currently Owed by Sailors.

Officers reported an average of $50,000–$74,999 in secured long-term debt compared with $10,000–$24,999 for enlisted Sailors. The most significant difference between the groups appeared at the upper end of the spectrum, with 46 percent of officers and 17 percent of enlisted reporting that they currently owed $75,000 or more in secured long-term debt. However, this difference is not surprising due to the higher percentage of officers who own their own homes (40% officers and 19% enlisted) and differences in pay currently received by each group. For a more detailed breakdown of the amount of secured debt currently owed by Sailors see Figure 8.
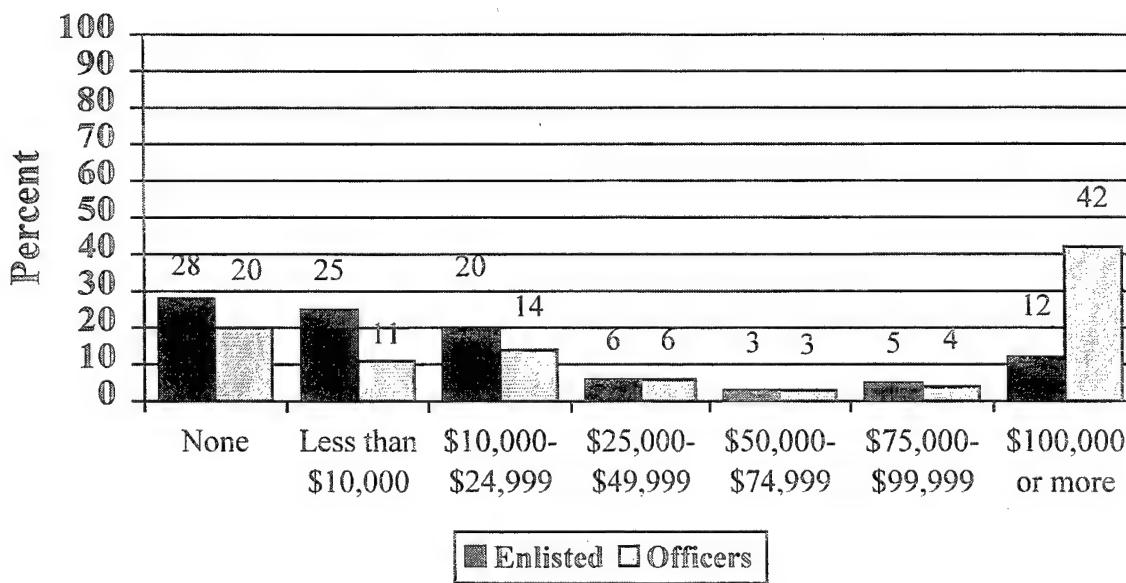
Figure 8. Amount of Secured Debt Currently Owed by Sailors.

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TRICARE Healthcare

TRICARE is a regionally managed healthcare program for active duty and retired members of the uniformed services, their families, and survivors. TRICARE brings together the healthcare resources of the Army, Navy, and Air Force and supplements them with networks of civilian healthcare professionals to provide broad access and service while maintaining the capability to support military organizations. TRICARE operates similarly to civilian Health Maintenance Organizations (HMO) in its organization and structure. The TRICARE healthcare system was developed in response to the high cost of maintaining the previous reimbursement system, CHAMPUS. While TRICARE is not managed or administered by the Navy, senior Navy leadership has shown an interest in collecting data on Sailor access to, satisfaction with, and difficulties associated with the healthcare system. This data is used by senior Navy leadership to advocate for changes in TRICARE policy to result in maximal benefit to Sailors.

Responses from Sailors to the survey indicated significant improvements in many of the areas used as basic performance benchmarks by the Navy. For instance, 69 percent of Sailors reported they had used TRICARE in 2000 compared with only 46 percent in 1998 (Olmsted et al., 2001). For a detailed breakdown of results see Table 26. While there was no detectable improvement in Sailor understanding of the TRICARE healthcare program, there was a 22 percent increase in the number of Sailors who said they had benefited from TRICARE. In addition, there was a significant increase in the number of Sailors who said they were satisfied with the care they have received from TRICARE for their personal healthcare. Taken together, these results indicate that TRICARE has made significant improvements in participation with the program and in satisfaction with care provided. However, less than half (40%) of Sailors are satisfied with TRICARE for their personal healthcare or healthcare for their dependents.

Table 26
TRICARE Performance Benchmarks: 1998 & 2000

	Percent	
	1998	**2000**
Use TRICARE	46	69
Understand TRICARE	47	47
Benefited from TRICARE	32	54
Satisfied with TRICARE for personal healthcare[1]	28	40
Satisfied with TRICARE for dependent healthcare[1]	--	40
Contacted TRICARE with a formal complaint during the past year[1]	--	34

The results of the survey also indicate a number of potential factors related to the low satisfaction with TRICARE. First, only 50 percent of Sailors reported that they were satisfied with the quality of their healthcare providers. Second, 49 percent of Sailors were satisfied with access to care for their own healthcare and 42 percent with access to care for their dependents.

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[1] Represent satisfaction ratings from users of the TRICARE program only.

Third, 25 percent of officers and 30 percent of enlisted reported that they were satisfied with their access to specialty care. Fourth, a number of problems were noted with the customer service of TRICARE. For example, only 37 percent of Sailors were satisfied with TRICARE customer service, 30 percent were satisfied with the timeliness of claim processing, and 31 percent were satisfied with the accuracy of claim processing. One in three Sailors (34%) contacted TRICARE within the past year to file a formal complaint, including nine percent who reported that they have waited more than a month to resolve their complaint. See Table 27 for a breakdown of satisfaction of TRICARE Performance by group.

Table 27
Satisfaction with TRICARE Performance Benchmarks by Group

	Percent	
	Enlisted	**Officers**
Quality of healthcare providers	50	52
Access to care (personal)	48	54
Access to care (dependents)	44	37
Access to specialty care	30	25
Customer service	39	30
Timely claim processing	32	23
Accuracy of claim processing	33	24

Detailing

Responses to the questions regarding the Navy detailing process indicated that officers and enlisted Sailors have significantly different levels of understanding and satisfaction with the detailing process. For instance, the majority of officers (70%) say they understand the current Navy detailing process while less than half of the enlisted Sailors (48%) report the same. Only half of the officers (48%) and a quarter of the enlisted Sailors (26%) report that they are satisfied with the detailing process. The survey results indicate that only warrant officers and senior officers (O-4 and above) were currently satisfied with detailing. For a detailed breakdown of satisfaction with detailing see Figure 9.

	Agree	Neutral	Disagree
E-1 to E-3	10	68	
E-4 to E-6	29	35	
E-7 to E-9	46	19	
WO	75	11	
O-1 to O-3	44	28	
O-4 or Above	53	21	
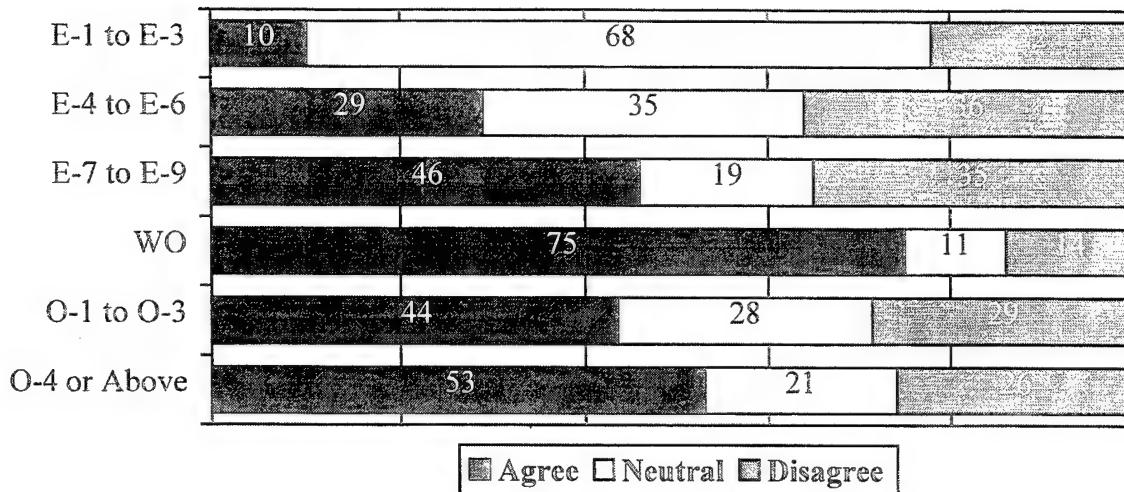
Figure 9. Percentage of Sailors Who Agree or Disagree with the Following Statement: "I am satisfied with the current Navy detailing process."

One possible explanation for the low reported satisfaction with detailing may be problems experienced by Sailors in the process of negotiating and receiving their orders. These data also indicate significant differences between officers and enlisted (see Figure 10). For example, significantly more officers (79%) than enlisted Sailors (50%) reported that they were able to contact their detailer well in advance of their last Projected Rotation Date (PRD). At the time they contacted their detailer, officers (48%) were more likely than enlisted Sailors (28%) to report that they were given several job choices, and say that their detailer was receptive to resolving conflicts between their assignment desires and the needs of the Navy (51% officers and 28% enlisted). Also, officers (70%) were more likely than enlisted Sailors (51%) to report that they received their orders early enough to adequately prepare for their Permanent Change of Station (PCS).
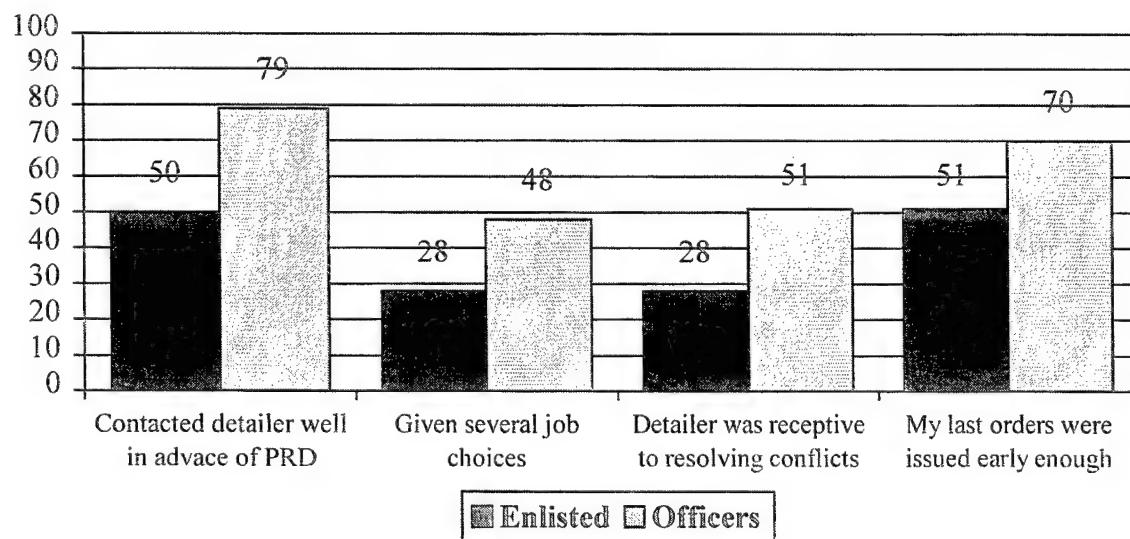
Figure 10. Percentage of Sailors Who Agree or Strongly Agree with Each of the Above Statements About the Navy Detailing Process.

Finally, low satisfaction with the detailing process may stem from the fact that almost half (44%) of all Sailors reported they experienced a financial loss during their last PCS move. Of those who experienced a financial loss, the most common were lost spousal income (50%), out-of-pocket cost of moving vehicles not covered by the PCS transition agreement (51%), and loss in the value of a home or other property. For a complete breakdown of the financial losses reported by Sailors when they completed their last PCS move see Table 28.

Table 28
Financial Losses Experienced by Sailors during PCS Moves

	Percent	
	Enlisted	**Officers**
Loss in Value of a Home or Property	30	38
Loss in Spouse Income	50	48
Loss in Spouse Retirement Benefits	11	16
Out-of-Pocket Cost of Moving Vehicles Not Covered by the PCS Transition Agreement	51	50
Out-of-Pocket Costs of Full Commercial Insurance Coverage of Household Goods	24	33

When contacting their detailers to negotiate their assignments, Sailors often consider a wide variety of factors about each assignment including such factors as location, promotion potential, type of duty, impact on their family, and others. In response to questions regarding factors that have an impact on their decision-making, Sailors indicated which factors were the most important to them. Officers indicated that geographic location (30%), type of duty (22%), promotion potential (12%), geographic stability (8%), and the impact of a move on their family (8%) as the most important factors. On the other hand, enlisted Sailors reported that geographic stability (37%), type of duty (15%), other—unspecified reasons (15%), promotion potential (9%), and geographic stability (9%) were the most important factors in making their assignment decision.

Since geographic location is such an important factor involved in the assignment decision, Sailors were asked which geographic concentration areas would be their first and last choices for a new duty station. Table 29 presents the top five first and last choices Sailors indicated for their assignment choices. Interestingly, the Norfolk and Tidewater Area of Virginia (e.g., Norfolk, Little Creek, Dam Neck, Portsmouth, Yorktown, etc.) was selected as a location that Sailors chose as either their first or last choice. The reasons why respondents choose a particular location as first or last is not known, because the survey did not ask about this issue. For some unknown reason, the Norfolk/Tidewater Area of Virginia seems to draw strong opinions from Sailors who appear to either strongly value or dislike this particular area. The Norfolk/Tidewater Area of Virginia represents one of the largest concentration areas of Navy personnel, naval ports, and training centers. Part of the reason as to why this area creates such strong feelings for Sailors may have to due with previous experiences at ports or training centers in this area of the country.

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Table 29
First and Last Choice of Geographic Location for an Assignment

First Choice	Last Choice
1. San Diego and Camp Pendleton, CA	1. ASU Bahrain
2. Norfolk, Little Creek, Dam Neck, Portsmouth, Yorktown, and Tidewater Area, VA	2. Diego Garcia
3. Jacksonville, Mayport, FL and Kings Bay, GA	3. Norfolk, Little Creek, Dam Neck, Portsmouth, Yorktown, and Tidewater Area, VA
4. Bangor, Bremerton, Everett, Whidbey Island, and Seattle, WA	4. Sasebo/Yokosuka, Japan
5. United Kingdom	5. Guantanamo Bay, Cuba

Homebasing

An issue that is closely related to the detailing process is the Homebasing initiative. Homebasing is defined as a "good faith attempt to assign career enlisted Sailors (E-4 to E-9) to the same geographic location for most of their tours." The initiative was undertaken in 1996 by the Chief of Naval Personnel, VADM Skip Bowman, to give Sailors and their families more stability by allowing them to serve in a single Fleet concentration area (United States Navy, 1996). The overall goal of the initiative was to improve Sailor quality of life through geographic stability and to reduce the significant costs to the Navy of frequent PCS moves. While Homebasing was never intended to be a guarantee that a Sailor would spend his or her entire career in one geographic location, the initiative sought to minimize tours out of the Fleet concentration area to a total of two per career. As the Fleet has undergone significant losses due to retention and recruiting shortages over the past several years, however, it has been very difficult for Navy detailers to fill jobs and allow widespread use of Homebasing.

When asked, the majority of enlisted Sailors (69%) reported that homebasing was important to them and that they believe that the policy is workable (60%) in the Navy (see Table 30). However, enlisted Sailors also acknowledged a number of problems with the current state of Homebasing. For instance, only 30 percent of enlisted respondents agree that the Navy supports Homebasing for career enlisted Sailors. As well, only 37 percent of enlisted Sailors say that they believe that Homebasing is possible with the present manning shortages in the Navy. Forty-two percent of enlisted Sailors indicated that they believe that there is a conflict between Homebasing and maintaining a promotable career path in the Navy. These results indicate that Sailors believe that even if Homebasing were available, their career might suffer from participating in the program. Based on these acknowledged problems, it is not surprising that only 36 percent of enlisted Sailors said that they would be willing to serve longer sea duty tours if allowed to Homebase for most of their career.

Table 30
Responses of Enlisted Personnel to Questions Regarding Homebasing in the Navy

	Percent		
	E-1 to E-3	E-4 to E-6	E-7 to E-9
Homebasing is important to me	69	69	70
Homebasing is workable in the Navy	56	61	63
The Navy supports Homebasing for career enlisted Sailors	32	29	29
Homebasing is possible to maintain even with the present manning shortages	35	38	38
There is a conflict between Homebasing and maintaining a promotable career path	24	46	53
I would be willing to serve longer sea duty tours if allowed to Homebase for the majority of my career	36	35	43

PERSTEMPO

Sailors responded to a number of questions about impact of PERSTEMPO on their lives over the past year. The majority of Sailors (58% officers and 52% enlisted) indicated that they were away from their homeport on official business, training, work-ups, or deployment for less than 50 days in the past year (see Table 31). When looking across all respondents, Sailors indicated that they had an average of 50–99 days of PERSTEMPO during the past year. Overall, officers (82%) appeared more likely to be involved in activities that took them away from their permanent duty station than enlisted Sailors (70%). In the opposite direction, when asked about their feelings regarding the amount of time they spent at home, 63 percent of officers and 47 percent of enlisted Sailors reported they were satisfied with the time spent at their permanent duty station.

Table 31
Days Away from Permanent Duty Station in the Past 12 Months

	Percent	
	Enlisted	**Officers**
None	30	18
1–49 days	22	40
50–99 days	12	15
100–149 days	10	10
150–199 days	14	8
200–249 days	9	7
250–299 days	3	2
300 or more days	1	0

One of the major concerns regarding PERSTEMPO for Sailors is the impact that it has on their family life and other personal relationships. Survey responses indicate that these relationships are profoundly affected, with 65 percent of Sailors reporting that their Navy careers cause a significant amount of separation from their families. Even though the average number of PERSTEMPO days experienced by the majority of respondents was less than 50 days, time away from home often can cause stress in the lives and relationships of Sailors. Survey responses provided some evidence that Sailors are feeling the impact of stress in their lives. Approximately half of Sailors responding to the survey (47% officers and 50% enlisted) indicated that their Navy career gets in the way of their ability to have a personal life. Additionally, 33 percent of officers and 37 percent of enlisted Sailors indicated that they have difficulty juggling the demands of their family or personal life with their Navy career. Overall, only 11 percent of Sailors reported that they are satisfied with the amount of family separation they experience in the Navy, while the majority (51%) report that they are dissatisfied (see Figure 11).

	Satisfied	Neutral	Dissatisfied
E-3 and Below	4	46	50
E-4 to E-6	10	37	54
E-7 to E-9	17	34	50
Warrants	16	27	57
O-1 to O-3	13	33	54
O-4 and Above	24	38	38
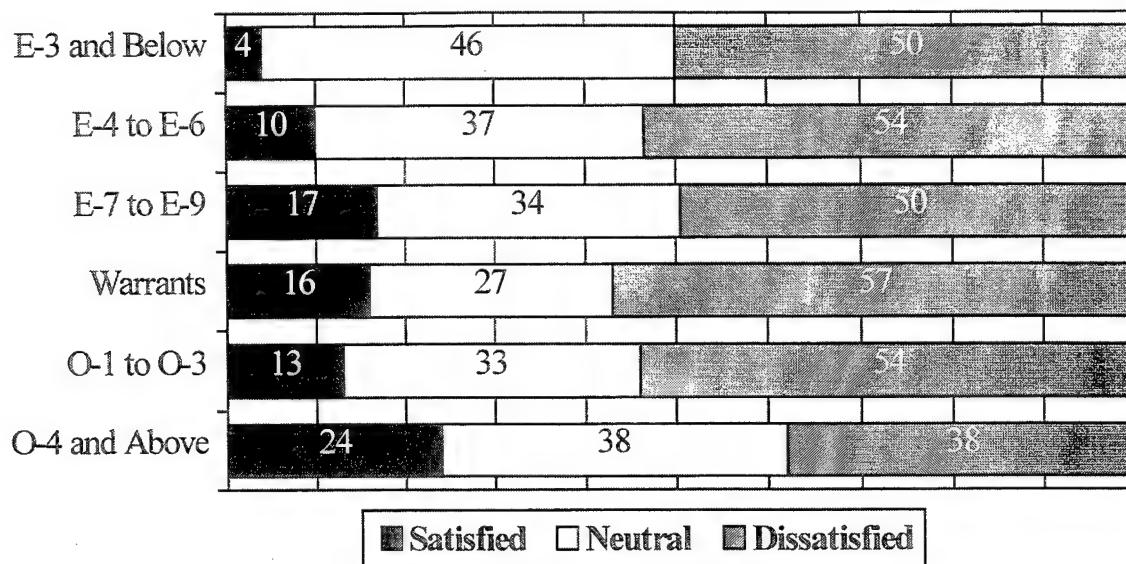
Figure 11. Percentage of Sailors Who Are Satisfied or Dissatisfied with Family Separation.

Navy Support Services

The Navy invests a significant amount of time and money in a wide variety of programs and services to meet the needs of Sailors and their families. This is done in an effort to improve the health, morale, and overall well-being of their personnel. The survey provided Sailors with a list of some of the most used programs and services that the Navy offers and asked them to indicate if they had used the program in the past 12 months and their satisfaction with each program. For a more in-depth assessment of the rate of use and success of the Quality of Life programs and services offered by the Navy, please see NPRST Technical Note NPRST-TN-03-07 (Schwerin, Michael, Glaser, & Uriel, 2002).

Sailors indicated that the most frequently used programs included Dental (personal), Navy Exchange, Medical (personal), Fitness and Recreation, Commissary, and the Personnel Support Detachment or Personnel Support Activity. Least used programs included the Financial Management, Transition Assistance Management Program (TAMP), Spouse Employment, Child Care, and Youth Programs. In a similar manner, Sailors reported the highest levels of satisfaction with Fitness and Recreation, Dental (personal), Commissary, Navy Exchange, and the Navy College Program. Programs with the lowest levels of satisfaction included Relocation Assistance, the Transition Assistance Management Program (TAMP), Youth Programs, Childcare, and Spouse Employment. The results indicated an interesting relationship between use and satisfaction, where programs with high use tended to get the best ratings. There were a few exceptions to this where programs received lower satisfaction ratings than would be expected by the frequency of use; these programs included the Personnel Support Detachment or Personnel Support Activity, the Galley/Food Services, and Detailing (see Table 32).

Table 32

Use of and Satisfaction with Navy Support Services in the Past 12 Months

	Percent	
	Who Used Program or Service	Were Satisfied with Program or Service
Dental (personal)	96	73
Medical (personal)	96	64
Navy Exchange	96	70
Commissary	92	71
Fitness and Recreation	92	79
Personnel Support Detachment or Personnel Support Activity	84	44
Galley/Food Services	75	43
Detailing	74	39
Medical (dependents)	63	50
Chaplains Service	59	64
Dental (dependents)	58	44
Family Service Center	56	55
Navy College Program	55	68
Navy Housing	52	41
Financial Management	43	60
Child Care	36	30
Relocation Assistance	51	35
Spouse Employment	39	24
Transition Assistance Management Program (TAMP)	39	33
Youth Programs	34	31

Quality of Work Life Indicators

Quality of work life is a term used to describe a wide variety of aspects of the work environment including such things as morale, leadership, peer relationships, working conditions, access to resources, training, career development, and satisfaction with the work itself. The concept of quality of work life is very similar to quality of life, which was covered in the previous section. It represents the subjective well-being of the individual with regard to their attitudes and opinions about the quality of their work and work environment. However, quality of work is seen as being more than a concept, but rather a reality of the thousands of Sailors employed by the U.S. Navy. The driving force behind a focus on quality of work is the belief that as an individual perceives the quality of their work and the work environment as being good or better, they are likely to be productive, committed, and desire to stay with the organization. This is vitally important to organizations such as the Navy as they seek to not only maintain military readiness but also to maintain their well-trained and experienced workforce. The

following section covers findings from the survey on topics related to the quality of work life. The survey addressed both perceptions of work life quality (e.g., morale, job satisfaction, leadership satisfaction, working conditions, etc.) and questions about the availability/quality of work-related resources (e.g., access to training, access to the Internet, etc.).

Access to and Support of Off-duty Education

The Navy has a long history of offering programs which either directly provide or support off-duty education for officers and enlisted Sailors. Currently, some of these offerings include the Navy College Program, the Montgomery G.I. Bill, Navy War College, Naval Postgraduate School, U.S. Naval Academy, and others. The focus of all of these programs is to encourage officers and enlisted Sailors to pursue college or graduate education. One of the prime motivating factors behind these efforts is the idea that by allowing for and encouraging off-duty education the Navy will develop Sailors who are better equipped and more loyal to the Navy.

The survey results indicate that there is a high degree of interest by Sailors in working towards earning advanced degrees. Twelve percent of officers and 62 percent of enlisted Sailors indicated that they are interested in earning a college degree, while 71 percent of officers and 21 percent of enlisted are interested in earning a graduate degree at some point during their active duty service. This difference in education interest is not surprising since most enlisted enter the Navy without a college degree, while most officers enter with a college and/or graduate degree.

In general, there appears to be the perception that there is adequate opportunity for off-duty education, with 57 percent of officers and 49 percent of enlisted Sailors indicating that they are satisfied with the college and graduate school opportunities available to them. In addition, 77 percent of officers and 72 percent of enlisted report that they have adequate access to off-duty education. There also seems to be fairly good support for pursuing off-duty education with 47 percent of officers and 58 percent of enlisted Sailors indicating that their supervisors support their efforts toward earning a college or graduate degree. Additionally, 48 percent of officers and 58 percent of enlisted report that their commands support their efforts toward earning a degree. However, while there appears to be adequate opportunity, support, and encouragement to be involved in off-duty education, there is relatively low participation. For example, only 21 percent of officers and 32 percent of enlisted report that they are currently in school pursuing either a college or graduate degree. For a graphical representation of these results see Figure 12 below.
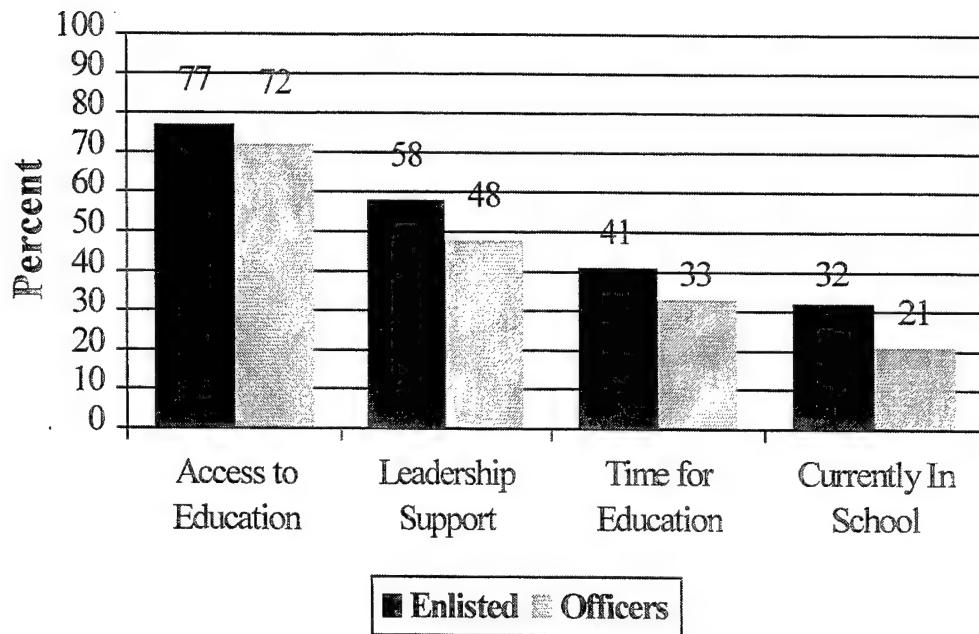
Figure 12. Percentage of Sailors Who Agree or Strongly Agree with the Following Education Benchmarks.

Some additional findings regarding education are also noteworthy. First, 35 percent of officers and 24 percent of enlisted Sailors indicate that access to college and graduate education has increased their commitment to stay in the Navy for a full career (i.e., 20 or more years). While these numbers may appear low, it is significant that so many Sailors indicated that access to education alone is having a positive impact on their career plans with the Navy. Second, 45 percent of officers and 63 percent of enlisted indicated that they are satisfied with educational support available to them when considering how satisfied they are with their jobs; for enlisted, this represented the third highest rated aspect of their Navy job, however, it ranked much lower for officers (21st in rank order).

Training

The Navy offers a great deal of training to its workforce including career training (i.e., "A" schools, "C" schools, etc.), specialized skill training (i.e., dive master, jump master, safety officer, etc.), military technical training (i.e., leadership, naval warfare, etc.), and general military training (i.e., core values, drug/alcohol awareness, sexual harassment training, etc.). The primary motivation behind the training offered is to enhance the skill level and readiness of the active duty force to answer the call to any needed military action.

In general, Sailors appeared to be satisfied with the access they have to a number of different types of training. Fifty-eight percent of officers and 56 percent of enlisted report that they are satisfied with their access to military technical training, while 69 percent of officers and 67 percent of enlisted are satisfied with their access to general military training.

When asked about the amount and appropriateness of Navy training received, the majority of Sailors (52%) report that their Navy training has prepared them well to do their current job. Fifty-one percent of officers and 45 percent of enlisted are satisfied with the amount of

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operational training they received at their command. Even though over half of the Sailors report that the Navy training has prepared them well for their current job, only 42 percent of Sailors are satisfied with the amount of time given to upgrade their military skills.

Hours Worked

When Sailors were asked how much time they were required to work in a typical week during the past 12 months, they reported an average of 51–60 hours. While there were some slight variations in time worked between officers and enlisted Sailors, there were no significant differences. However, the amount of time Sailors worked during a typical work-week appears to be directly linked to the type of duty or billet they are currently serving in. For instance, Sailors assigned to shore duty reported that they tended to work 41–50 hours while those on sea duty reported 51-60 hours of work on average during the past year. The longer work hours (i.e., 51–60 hours) also appeared to be consistent with the typical work schedule of Sailors on "other" types of duty, such as duty under instruction, neutral duty, etc. A breakdown of the reported average work week by Sailors can be seen in Figure 13.
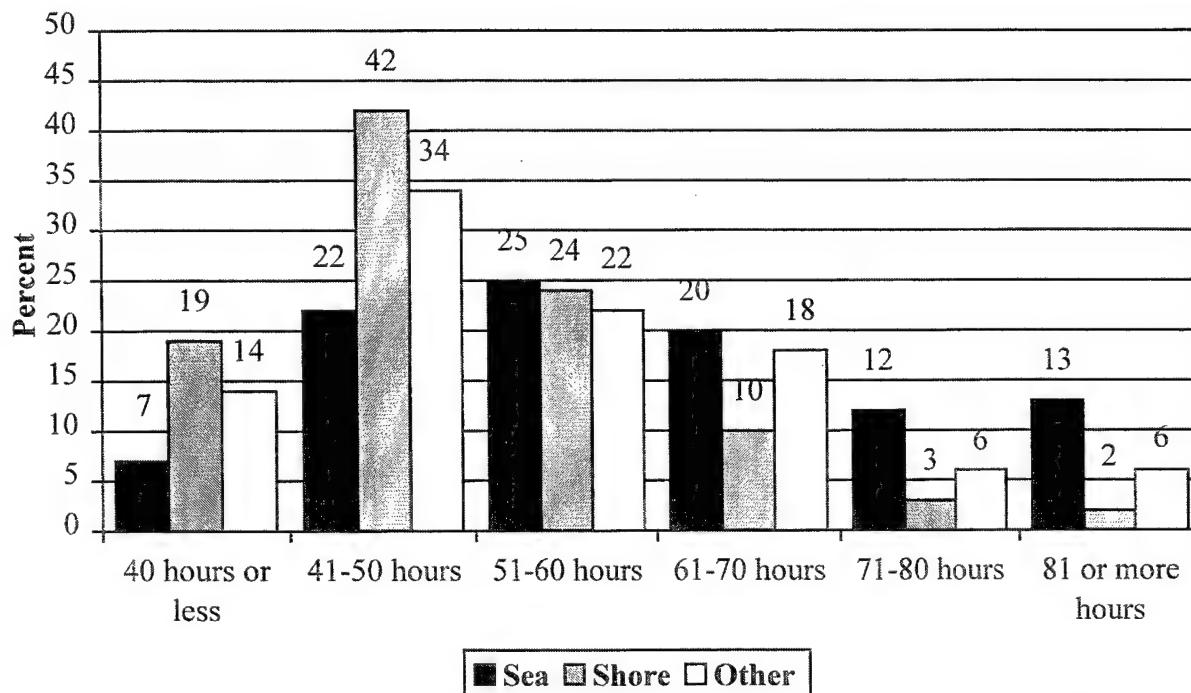
Figure 13. Number of Hours Worked during a Typical Week in the Past 12 Months.

For a variety of reasons, on occasion, Sailors are asked to work additional hours to help prepare for inspections, correct problems, prepare for missions, etc. When asked, Sailors indicated that most common reasons why they worked more than usual included things such as mission related requirements and preparation, insufficient manning for the workload, and just a generally high workload. Table 33 presents a breakdown of the top 10 reasons reported by Sailors why they worked more than usual in the past 12 months. Not surprisingly, there were differences in the reasons why Sailors had to work more than normal between sea and shore duty

assignments. The most significant difference appeared to be that a higher percentage of those assigned to sea duty reported that their unit was preparing for deployment or inspections than those assigned to shore duty. Table 34 presents a breakdown of the reasons why Sailors worked more than normal during the past year by sea and shore duty.

Table 33
Reasons Why Sailors Worked More than Usual during the Past 12 Months by Group

	Percent	
	Enlisted	**Officers**
High workload	41	55
Mission critical requirements	41	47
Mission preparation, training, maintenance	39	40
Tasked with additional duties	31	43
Manning not sufficient for workload	35	31
Unit was undermanned	29	27
Inspections and inspection preparation	27	23
Unit was getting ready for deployment	28	20
Poor planning/lack of planning	30	14
Equipment failure/repairs	24	15

Table 34
Reasons Why Sailors Worked More Than Usual during the Past 12 Months by Billet

	Percent	
	Sea Duty	**Shore Duty**
Mission preparation, training, maintenance	53	24
Mission critical requirements	46	37
High workload	45	42
Unit was getting ready for deployment	44	6
Inspections and inspection preparation	36	16
Manning not sufficient for workload	35	34
Poor planning/lack of planning	34	19
Tasked with additional duties	34	32
Equipment failure/repairs	31	13
Unit was undermanned	30	27

Resources

A variety of resources from parts to people are necessary to successfully operate the Navy. Sailors were asked about the availability of resources and the impact these resources have on the ability to successfully execute their mission. Over half of Sailors report that their command has enough qualified personnel (58%), adequate tools (55%), and sufficient Navy support (55%) to successfully execute their mission. However, only 37 percent of Sailors believe that their command has enough spare parts and supplies to successfully meet their mission requirements. Fewer Sailors on sea duty (33%) than shore duty (42%) reported having enough spare parts and supplies. Less than half of Sailors (45%) report that their ship or squadron gets enough steaming days or flight hours to upgrade or maintain their qualifications to be able to successfully execute their mission (see Figure 14).

	Agree	Neutral	Disagree
Qualified Personnel	58	17	26
Tools	55	20	25
Spare Parts & Supplies	37	27	36
Navy Support Services	55	25	20
Time to Maintain Qualifications	45	48	7
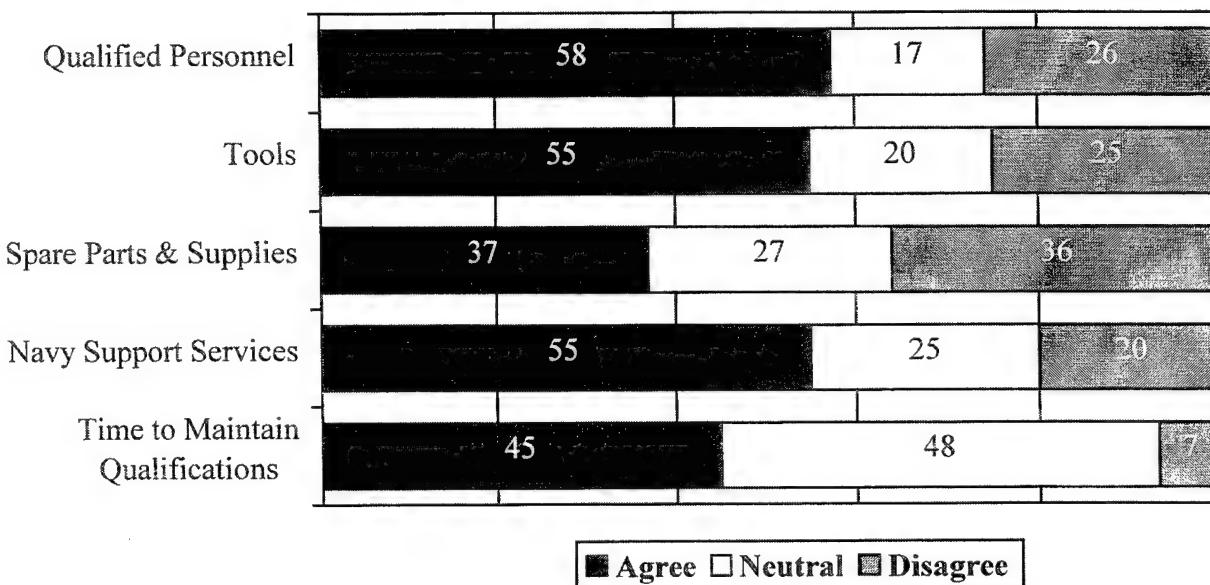
Figure 14. Percentage of Sailors Who Agree or Disagree that They Have Enough of the Above Resources to Successfully Execute Their Mission.

Internet Access and Use

Use of the Internet by the Navy has increased significantly over the past few years as computers have been made more accessible, software easier to use, and more job tasks require the use of email and the World Wide Web. The Navy is currently engaged in implementing the Navy/Marine Corp Intranet and the Information Technology for the 21st Century initiative, which together promise to provide universal access to the Internet for all Sailors and Marines. While these initiatives promise to provide significantly improved access in the future, it is important to continue to track the current state of Internet access for Sailors today.

Access to the Internet has shown a steady increase since the NPS began tracking the issue on the 1997 NPS. Currently, 94 percent of officers and 81 percent of enlisted Sailors report that they have some type of Internet access at their worksite. Figure 15 shows the steady increase in Internet access that has occurred over the past few years. However, while many report that they

have access to the Internet at their job, this access may be shared or unavailable for real-time use for significant periods of time. This appears to especially present a problem when Sailors are deployed because most ships have limited or intermittent email capability and most do not have access to the World Wide Web unless they are in port. This is reflected in that significantly more Sailors on sea duty (10%) than shore duty (4%) have no access or never use the Internet. In addition, researchers have received reports from Sailors about slow or virtually unusable Internet connections for most common transactions such as viewing web pages, making purchases, or completing forms (including surveys) when they are on deployment.
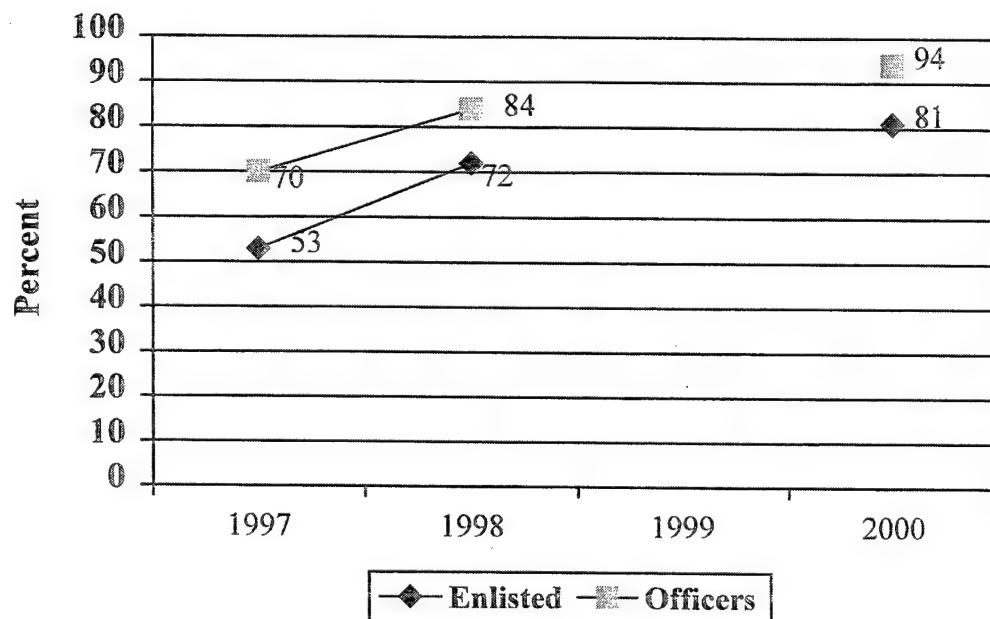
Figure 15. Percentage of Sailors Who Currently Have Access to the Internet at Their Navy Job.[2]

Of those with access, the majority of Sailors (86%) report that their access is adequate for them to do their job. As expected, Sailors assigned to shore duty (94%) are more likely to report that their Internet access is adequate to do their job than those assigned to sea duty (78%). Most Sailors (58%) report that they use the Internet daily to check emails or browse the World Wide Web. Significantly more officers (77%) than enlisted (54%) Sailors use the Internet on a daily basis. In general, officers report more experience (3-4 years) with the Internet than enlisted Sailors (2-3 years).

Working Conditions

Sailors in the U.S. Navy work in a wide variety of environments ranging from office buildings to ships at sea. In an organization as large as the Navy, there are a wide variety of job types, tasks to be accomplished, and types of assignments. Sailors perform jobs doing everything from answering phones and handling paper work to fighting wars on the front lines. While each job and work setting has its own unique characteristics, there are often universal or common

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[2] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

factors that affect Sailors in their ability to perform their jobs effectively. Some of the most common factors affecting Sailors include the workplace climate (i.e., organizational policy, promotion opportunity, communication, etc.), co-worker/peer relationships (i.e., assessment of co-worker ability, quality, working relationships, etc.), leadership (i.e., quality, communication, fair treatment, etc.), and a variety of job characteristics (i.e., job challenge, responsibility, type of assignments, etc.).

Sailors vary widely in their assessment of various characteristics of their Navy jobs. For instance, 64 percent of officers and 60 percent of enlisted report that they are satisfied with the physical conditions of their worksite (see Table 35). Similarly a high percentage of Sailors report satisfaction with the amount of challenge, amount of responsibility, job security, and feeling of accomplishment they get from their job. However, Sailors were much less satisfied with their OPTEMPO (official deployment operations), PERSTEMPO (non-deployment time away from home), supply of parts and equipment, and manning/staffing of billets at their command. Sailors were split on their satisfaction with pay/benefits (51% officers and 26% enlisted) and the type of assignments received (60% officers and 39% enlisted) with officers being significantly more satisfied with each than enlisted. In general, officers were more satisfied with all of the different characteristics of their Navy job than enlisted.

Table 35
Percentage of Sailors Who Indicated that They Were Satisfied or Very Satisfied with Each of the Following Characteristics of Their Navy Job

	Percent	
	Enlisted	**Officers**
Amount of challenge in my job	54	77
Amount of responsibility I have at my job	65	79
Feeling of accomplishment I get from my job	55	69
Opportunity for personal growth and development on the job	49	64
OPTEMPO (official deployment operations)	21	29
Pay and benefits	26	51
PERSTEMPO (non-deployment time away from home)	15	22
Physical working conditions of my work-site	60	64
Quality of deployments	22	29
Supply of parts and equipment to get the job done	32	33
Job security	74	82
Manning (i.e., staffing) of billets at your command	22	26
Type of assignments received	39	60

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There are a number of factors that make up the workplace climate of any particular job. These factors may range from the available opportunities to workplace policies about the conduct or behavior of employees. Sailor responses to questions about the workplace climate they work in were mixed (see Table 36). In general, both officers and enlisted Sailors reported that they are satisfied with the amount of freedom they are given to do their jobs, the flexibility of their commands in dealing with family or personal issues, and the manner in which the Navy's equal opportunity/sexual harassment policies are followed at their command. However, respondents were much less satisfied with the amount of family separation they experienced, enlisted high-year tenure policies, overseas liberty policies, the responsiveness of the chain of command, and the lack of effective communication throughout the chain of command. In addition, while the majority of officers indicated that they were satisfied with the military education/training opportunities (56%) and the fraternization policies (57%), less than half of the enlisted reported the same (46% and 44% respectively). In all cases, officers were more satisfied with each factor of the workplace climate, except for availability of educational support. In this case, the majority of enlisted Sailors (63%) were satisfied with the educational support available to them, while less than half of officers (45%) reported the same. This is likely to be due to the fact that educational programs in the Navy are typically offered to enlisted Sailors without additional service obligation, while officers usually incur 3–5 years of additional service when accepting educational support.

Table 36
Percentage of Sailors Who Indicated that They Were Satisfied or Very Satisfied with Each of the Following Characteristics of Their Workplace Climate

| | Percent | |
	Enlisted	Officers
Advancement/promotion opportunities available	31	60
Amount of freedom I am given to do my job	59	74
Educational support available to me	63	45
Effective communication throughout the chain of command	27	40
Enlisted high-year tenure	30	17
Equal opportunity	53	72
Family separation	9	18
Flexibility of my command in dealing with family/personal issues	52	74
Fraternization policies	44	57
Military education/training opportunities	46	56
Overseas liberty policies	30	41
Responsiveness of the chain of command	32	49
Sexual harassment policies	55	63

Relationships with Peers/Co-workers

Sailors work in demanding environments that require a great deal of both skill and ability to manage competing demands in the work environment. One of the important factors in building and maintaining satisfaction with work is the development of good working relationships with others and a respect for their skills and abilities. The majority of Sailors responding to the survey indicated that they were satisfied with the ability of their peers/co-workers (75% officer and 54% enlisted), as well as the respect and fair treatment they received from them on a regular basis (83% officer and 61% enlisted). Sailors were more split when it came to other factors, with the majority of officers being satisfied with the commitment to quality (68% officer and 44% enlisted), honest and ethical behavior (75% officer and 45% enlisted), and quality of communication from their peers/co-workers (65% officer and 47% enlisted), while less than half of the enlisted reported that same satisfaction (see Table 37). However, there was an indication that even with the current levels of satisfaction, there are few who are satisfied with the Navy's ability to retain the best qualified Sailors in active duty service (21% officers and 15% enlisted).

Table 37
Percentage of Sailors Who Indicated that They Were Satisfied or Very Satisfied with Each of the Following Characteristics of Peers/Co-workers

	Percent	
	Enlisted	**Officers**
Ability of my peers and co-workers	54	75
Commitment to quality demonstrated by peers and co-workers	44	68
Honest and ethical manner in which my peers and co-workers conduct themselves	45	75
Quality of communication between my peers and co-workers	47	65
Respect and fair treatment from my peers and co-workers	61	83
Retention of the best qualified Sailors	15	21

Gender Integration

Over the past decade, the military has sought to become a much more gender-integrated force. This has naturally caused some tension between the traditional roles and relationships that men and women have held in military service. One of the areas that has been a consistent source of tension has been opinions regarding the ability of women to perform military roles—this has especially been the case in reference to combat roles. In recent years, Sailors have generally expressed opinions in support of women in combat situations and in their ability to perform well under these conditions. For instance, when asked on the 1994 NPS (Wilcove, 1996; Kantor, Ford, Wilcove, & Gyll, 1995a; Kantor, Ford, Wilcove, & Gyll, 1995b), 67 percent of officers and 62 percent of enlisted Sailors indicated that they believed that women had the ability to

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successfully carry out their military duties and perform in combat situations. As shown in Figure 16 below, the percentage of Sailors with a positive assessment of women's abilities to perform in combat situations increased throughout the mid-1990s, but then took a sharp drop in later years. At the present, the majority of Sailors (66% officers and 53% enlisted) believe that women can successfully carry out their duties and perform in combat situations. The current survey found a significant increase in the percent of officers who were supportive of women in combat, while the number for enlisted Sailors continues to decrease.
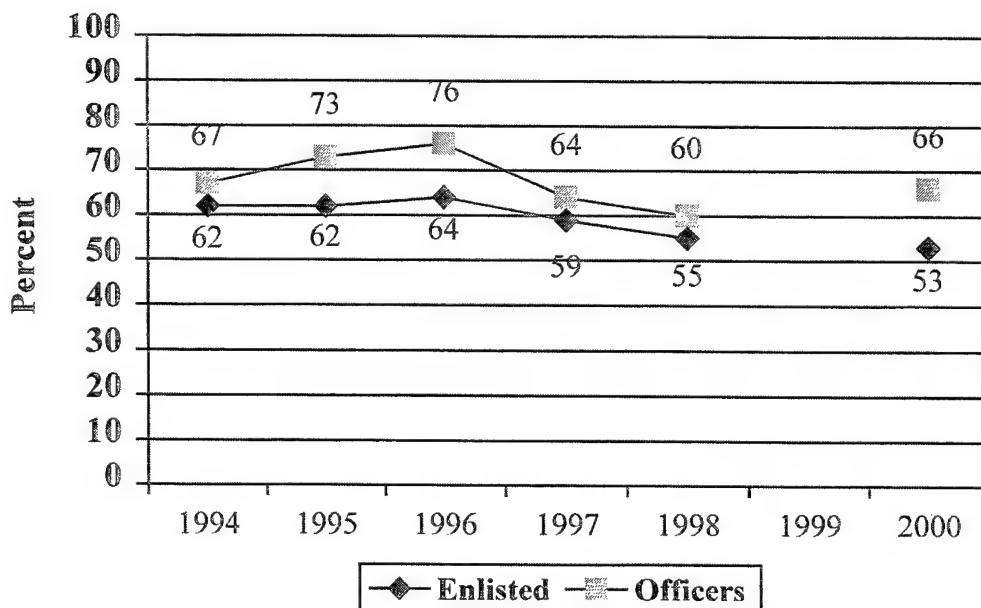
Figure 16. Percentage of Sailors Who Agree or Strongly Agree with the Following Statement: "Women Have the Ability to Successfully Carry Out the Duties of Their Combatant Roles."[3]

The majority of Sailors (79% officers and 61% enlisted) indicated that they believed that the leadership at their command was generally supportive of gender integration in the Navy. As with past surveys, a significantly higher percentage of officers (vs. enlisted) and males (vs. female) believe that their leadership is supportive of gender integration. And while fewer female Sailors believe leadership is supportive of gender integration, female Sailors were more likely to report that women are being successfully integrated into combatant ships and aviation squadrons. Also, it appears that the majority of Sailors (61%) have experience with service in integrated deployable commands (see Table 38 and 39).

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[3] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

Table 38
Percentage of Sailors by Group Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding Gender Integration

	Percent	
	Enlisted	**Officers**
Leadership in my organization is supportive of gender integration	61	79
Women are being successfully integrated into combatant ships and aviation squadrons	50	53
I have been assigned to a gender integrated deployable command	61	61

Table 39
Percentage of Sailors by Gender Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding Gender Integration

	Percent	
	Males	**Females**
Leadership in my organization is supportive of gender integration	65	62
Women are being successfully integrated into combatant ships and aviation squadrons	49	58
I have been assigned to a gender integrated deployable command	62	59

Leadership Satisfaction

The survey contained a number of questions regarding Sailor satisfaction with various characteristics and levels of leadership in the Navy. As with other questions dealing with satisfaction, officers and enlisted Sailors differed significantly on the percentage of those who were satisfied or dissatisfied with various aspects of leadership. This may occur because of differences between Sailors in pay, status, proximity to leadership, and a variety of other potential factors. Regardless of the explanation, the overall result for the survey findings was that officers were more satisfied with leadership than enlisted Sailors.

When evaluating the responses to individual questions on leadership, an interesting picture of leadership satisfaction emerges. First, the majority of respondents (73% officers and 51% enlisted) reported that they were satisfied with the honest and ethical manner in which they are treated by their immediate supervisors (see Table 40). Second, while the majority of officers are satisfied with the leadership (58% officer and 49% enlisted), support and guidance provided by both their immediate supervisor (59% officers and 48% enlisted) and command leadership (57% officers and 39% enlisted), less than half of the enlisted Sailors reported the same. Third, in looking at Table 40, it is readily apparent that satisfaction with leadership is lower for command

leadership than for immediate supervisors—this appears to be more so for enlisted Sailors than for officers. Fourth, less than half of officers (49%) and only a third of enlisted (32%) Sailors were satisfied with the responsiveness of the chain of command.

Table 40
Percentage of Sailors Who Indicated that They Were Satisfied or Very Satisfied with Each of the Following Characteristics of Their Leadership (e.g., Supervisors and Command Leadership)

|	Percent	
	Enlisted	**Officers**
Honest and ethical manner in which my supervisor treats others	51	73
Leadership provided by my supervisor	49	58
Quality of leadership (immediate supervisor)	43	58
Respect and fair treatment I receive from my supervisor	49	64
Support and guidance I receive from my supervisor	48	59
Leadership provided by my command	39	57
Quality of leadership (command)	37	57
Responsiveness of the chain of command	32	49

Additionally, respondents were requested to complete a short scale of questions that asked them to rate their satisfaction with leadership on four components and then provide an overall assessment of the quality of leadership. The components rated were training/expertise, decision-making, subordinate relationships, fair/ethical behavior, and overall satisfaction with the quality of leadership. Satisfaction with leadership ratings were obtained for both immediate supervisors and command leadership. These results are described below in more detail starting with ratings for immediate supervisors.

The majority of both officers and enlisted personnel were satisfied with the leadership provided by their immediate supervisors (see Figures 17 and 18). The vast majority of respondents indicated that they agreed that their immediate supervisors had adequate training and expertise to do their jobs (72% officers and 57% enlisted) and that they make good decisions (82% officers and 73% enlisted). When focusing on how their immediate supervisor treats others, they also indicated that they deal well with subordinates (67% officers and 56% enlisted) and are fair/ethical in their behavior (77% officers and 60% enlisted). Overall, both officers (70%) and enlisted Sailors (59%) report that they are satisfied with the quality of leadership demonstrated by their immediate supervisors.

46
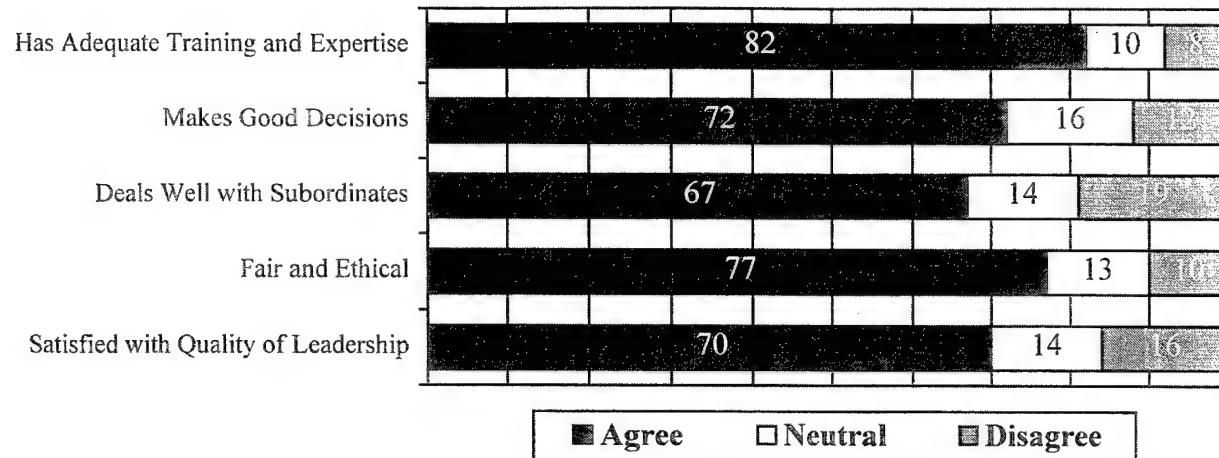
Figure 17. Officers' Ratings of Satisfaction with Their Immediate Supervisor.

Has Adequate Training and Expertise — 82 / 10 / 8
Makes Good Decisions — 72 / 16 / 12
Deals Well with Subordinates — 67 / 14 / 19
Fair and Ethical — 77 / 13 / 10
Satisfied with Quality of Leadership — 70 / 14 / 16

■ Agree   □ Neutral   ▨ Disagree
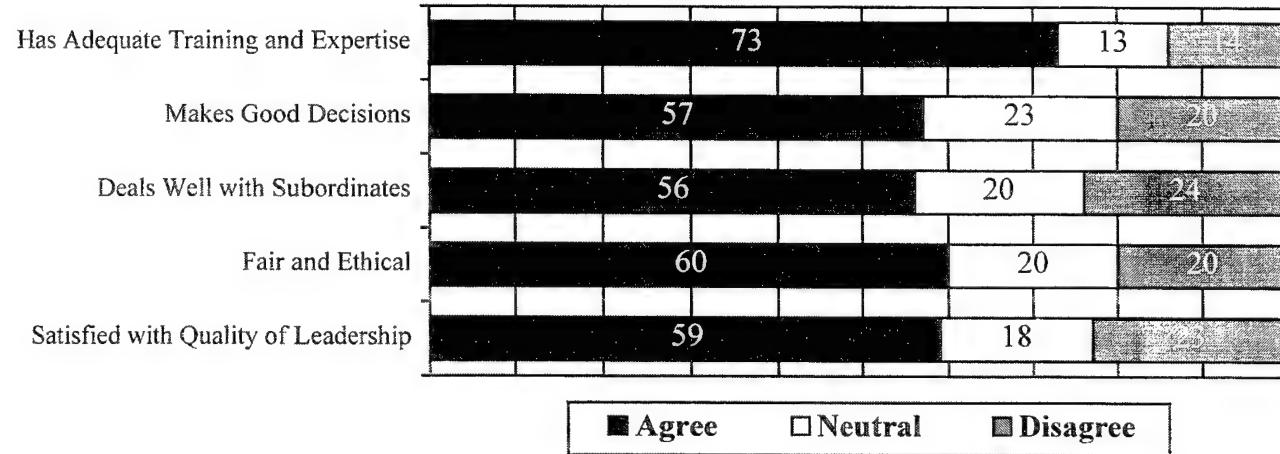
Figure 18. Enlisted Ratings of Satisfaction with Their Immediate Supervisor.

Has Adequate Training and Expertise — 73 / 13 / 14
Makes Good Decisions — 57 / 23 / 20
Deals Well with Subordinates — 56 / 20 / 24
Fair and Ethical — 60 / 20 / 20
Satisfied with Quality of Leadership — 59 / 18 / 23

■ Agree   □ Neutral   ▨ Disagree

In comparison to ratings of immediate supervisors, when asked to rate command leadership fewer Sailors were satisfied with leadership (see Figures 19 and 20). This was especially true for enlisted Sailors who only rated 2 of the 5 leadership factors at or above 50 percent satisfaction, indicating that less than the majority of enlisted Sailors are satisfied with command level leadership. Differences between officers and enlisted in ratings of leadership found in other areas were also indicated for satisfaction with command leadership. For instance, while 67 percent of officers agreed that their command leadership makes good decisions, only 46 percent of enlisted Sailors reported the same. Then, when focusing on how their command leadership treats others, a higher percentage of officers than enlisted Sailors indicated that they deal well with subordinates (65% officers and 47% enlisted) and are fair/ethical in their behavior (73% officers and 50% enlisted). Overall, the majority of officers (68%) but less than half of the enlisted Sailors (49%) report that they are satisfied with the quality of leadership demonstrated by their command leadership.

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	Agree	Neutral	Disagree
Has Adequate Training and Expertise	84	10	6
Makes Good Decisions	67	19	
Deals Well with Subordinates	65	19	
Fair and Ethical	73	18	9
Satisfied with Quality of Leadership	68	17	15
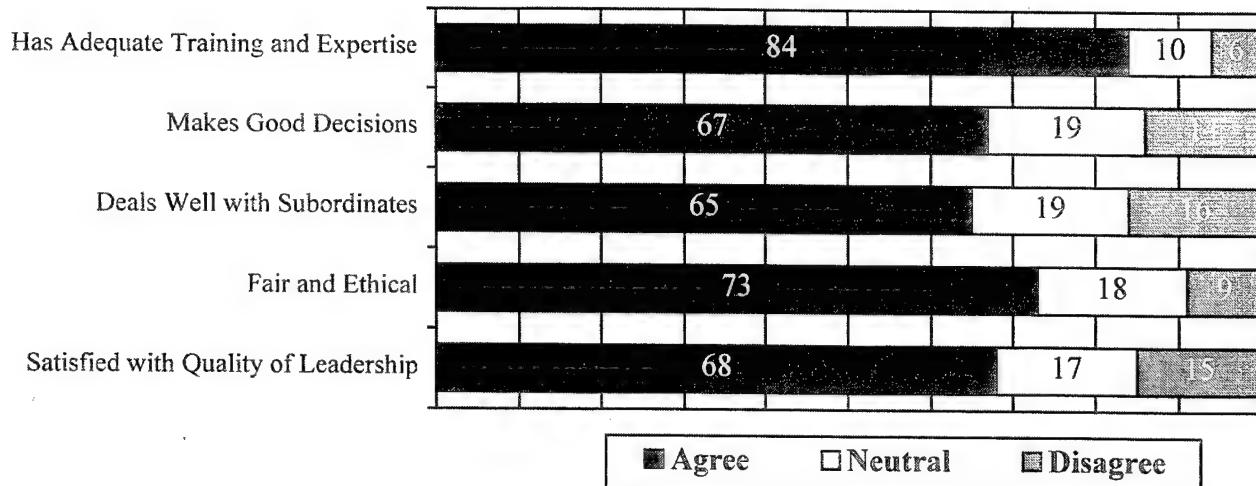
Figure 19. Officers' Ratings of Satisfaction with Their Command Leadership.

	Agree	Neutral	Disagree
Has Adequate Training and Expertise	67	23	10
Makes Good Decisions	46	29	25
Deals Well with Subordinates	47	29	25
Fair and Ethical	50	30	20
Satisfied with Quality of Leadership	49	26	25
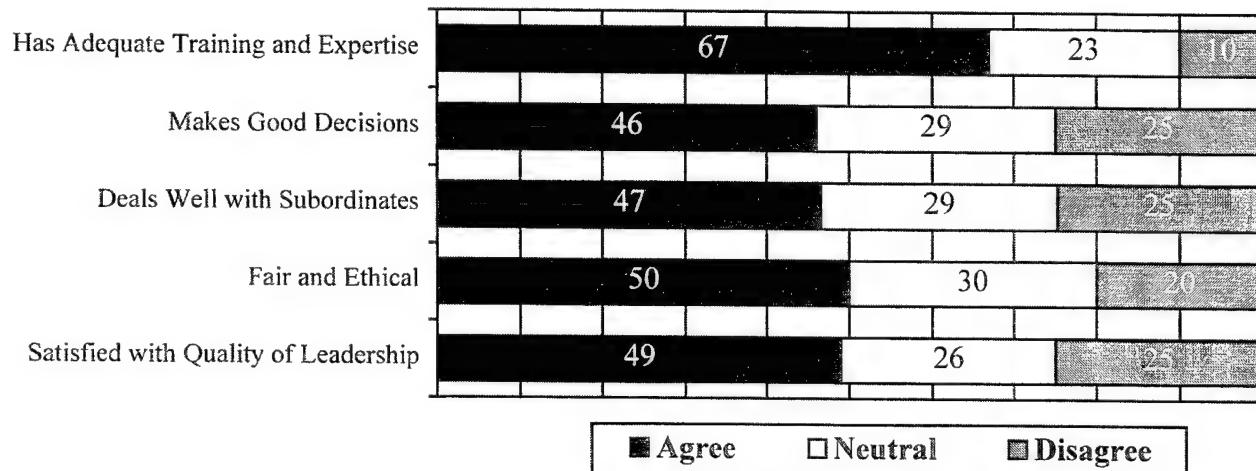
Figure 20. Enlisted ratings of satisfaction with their command leadership.

Career Development

The Navy is very interested in furthering the career development of its members for a variety of reasons. Three of the most important reasons include developing a more skilled workforce, improvement of job satisfaction (because of its impact on career decisions) among members, and as a means of preparing Sailors for a successful eventual transition from active duty into the civilian workforce. As a result, there are a variety of programs and procedures used to track and encourage career development of Sailors. Some of these procedures, such as the fitness reports (FITREPs) and evaluation reports (EVALs), are methods of assessing employee performance and achievement that lead to promotion/advancement recommendations. Other programs or procedures such as career counseling provide information to Sailors that is designed to help them be prepared for succeeding in the promotion/advancement process.

On a yearly basis, the Navy provides feedback to Sailors on their performance and achievement by way of the evaluation reports (EVALs) for junior enlisted (E-1 to E-3) and petty officers (E-4 to E-6). The fitness report (FITREP) is used for the same purpose with senior enlisted (E-7 to E-9), warrant officers, and commissioned officers. In addition, all Sailors should receive a mid-year review that is designed to provide performance feedback and help with correcting undesirable behaviors. When asked, Sailors indicated that the current EVAL/FITREP system appears to be working as designed (see Table 41). The majority of Sailors report that their last EVAL/FITREP was fair and accurate (77% officers and 58% enlisted), conducted in a timely manner (81% officers and 65% enlisted), allowed for their own input (91% officers and 74% enlisted), and recognized their accomplishments (74% officers and 52% enlisted). However, while the majority of officers (54%) indicated that they had been recognized with appropriate awards for their performance, only a third of enlisted (33%) said the same.

Table 41
Percentage of Sailors Who Indicated They Agree or Strongly Agree with Each of the Following Statements Regarding EVALS/FITREPS

	Percent	
	Enlisted	**Officers**
My last EVAL/FITREP was fair and accurate	58	77
My last EVAL/FITREP was conducted in a timely manner	65	81
I was able to submit my own input at my last EVAL/FITREP	74	91
I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	52	74
I feel that I have been adequately recognized for my accomplishments with appropriate awards	33	54

Sailors also responded to a question dealing with how well the current EVAL/FITREP process matches their own expectations for accuracy. The data presented in Figure 21 indicates that less than half of the respondents (49% officers and 29% enlisted) believed that the most qualified and deserving Sailors rank high on their EVALs/FITREPs (see Figure 21). The lowest levels of satisfaction were between junior enlisted (E-1 and E-3) and petty officers (E-4 to E-6).
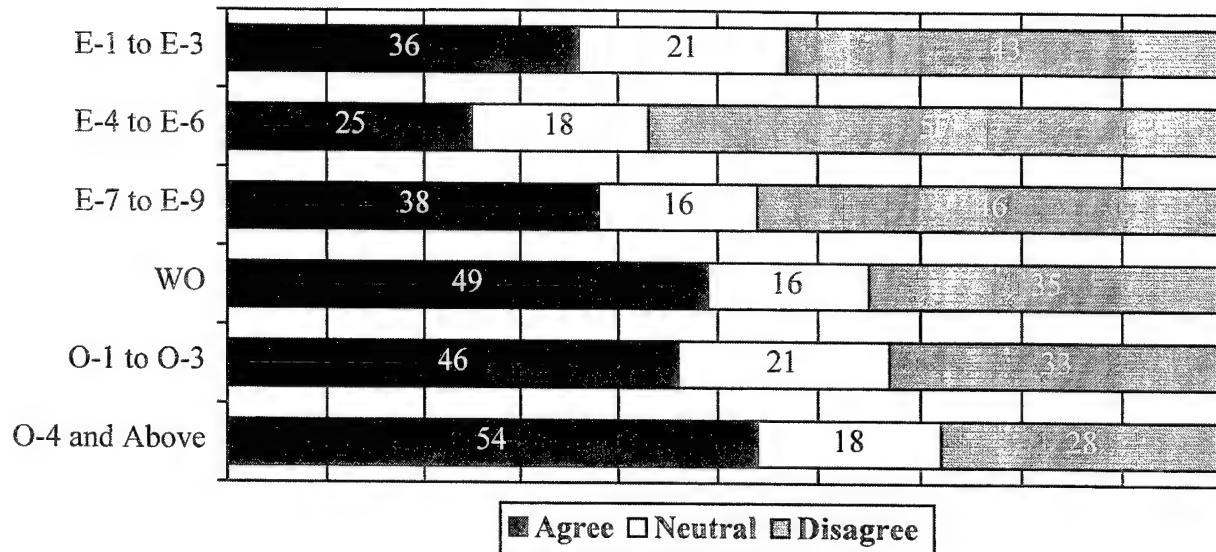
Figure 21. Percentage of Sailors Who Agree or Disagree with the Following Statement: "The Most Qualified and Deserving Sailors Rank High on Their EVALS/FITREPS."

An additional issue related to the EVAL/FITREP process is the impact of the new personal readiness training (PRT) standards introduced during fiscal year 2000. The new standards raised the bar on weight, strength, and endurance standards making it more difficult for many Sailors to meet the PRT standards. PRT standards have an impact on the score that Sailors can achieve on performance rating in the EVAL/FITREP process. While relatively few (15% officers and 27% enlisted) appeared to be concerned that the new standards would negatively impact their EVALs/FITREPs, only a third of Sailors (33% officers and 37% enlisted) indicated that they felt the new standards were fair (see Table 42).

Table 42
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding PRT Standards

	Percent	
	Enlisted	**Officers**
The newly revised PRT standards are likely to hurt my chances for advancement	27	15
The newly revised PRT standards are fair to Sailors	37	33

In addition to the formal EVAL/FITREP process, the Navy provides a number of other informal mechanisms to further encourage career development of their personnel Sailors. These include such things as mid-year career counseling, as well as providing command career counselors, detailers, and others who can provide information that may be helpful to Sailors as they continue to work towards developing their career. The formal parts of the Navy career development—most notably the EVAL/FITREP process—appear to be working well; the more informal mechanisms do not appear to be working as well. For instance, while the majority of officers (54%) report that they have been given proper career development and guidance in the Navy, less than half of enlisted (39%) feel the same (see Table 43). Less than half of all Sailors

(46% officers and 38% enlisted) report having received adequate career counseling from their immediate supervisor. Less than half of respondents indicated that their command leadership plays an active role in the professional development of junior enlisted (53% officers and 37% enlisted) and junior officers (48% officers and 29% enlisted).

Table 43
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding Career Development

	Percent	
	Enlisted	**Officers**
I have received adequate career counseling from my immediate supervisor	38	46
I have been given proper guidance for my career development in the Navy	39	54
My command leadership plays an active role in the development of junior enlisted	37	53
My command leadership plays an active role in the development of junior officers	29	48

In order to help Sailors make progress in their career development, it is important to know and understand the potential career path they can pursue. When asked, the majority of respondents (72% officers and 52% enlisted) indicated that they believed that they had a clearly defined career path for their designator, rating, or community (see Table 44). In addition, the majority (77% officers and 54% enlisted) believed that they had made sufficient progress in their advancement/career development for their designator, rating, or community. However, when asked about their immediate career needs, the majority of officers (62%) and less than half of enlisted (39%) reported that their immediate career or professional needs will be met in the next 12 months in the Navy.

Table 44
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding Their Career Path

	Percent	
	Enlisted	**Officers**
I have a clearly defined career path for my designator, rating, or community	52	70
I have made sufficient progress in my advancement for my designator, rating, or community	54	77
If I stay in the Navy over the next year, my immediate career or professional needs are likely to be met	39	62

The result of good support for the career development of Sailors should result in a high degree of satisfaction with the advancement and promotion system. Good career development support should lead to a better understanding of the advancement/promotion process as well as more realistic expectations. However, since the results for career development were mixed,

indicating good support for some features and low satisfaction with others, we would expect the results for satisfaction with advancement and promotion to be mixed as well. The results appear to match these expectations, with some features working quite well and others creating a significant amount of dissatisfaction. For instance, while most Sailors (78%) report that they understand the Navy advancement system, only half of officers (50%) and a third of enlisted (31%) reported that they are satisfied with it (see Table 45). This result occurs in spite of the fact that the majority of Sailors (79% officers and 63% enlisted) believed their last promotion recommendation was fair and accurate. Additionally, most believe (62% officers and 57% enlisted) that they will be advanced or promoted within their current term of service.

Table 45
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding Career Advancement

	Percent	
	Enlisted	**Officers**
I have a clear understanding of the present Navy advancement system	76	83
I am satisfied with the present Navy advancement system	31	50
My last promotion recommendation was fair and accurate	63	79
I expect to be advanced within my current term of service	57	62

An additional measure of levels of satisfaction with the current advancement/promotion system was a question dealing with whether or not Sailors believed that those who deserved to be promoted actually are. As with the current level of satisfaction with the Navy advancement/promotion system, less than half of respondents indicated that they were satisfied with who is advanced or promoted (see Figure 22). In fact, the majority of enlisted Sailors, especially petty officers (E-4 to E-6), disagreed with the statement "the most qualified and deserving Sailors get promoted." As with previous findings in this area, while Sailors feel they have been treated fairly in their own promotion recommendations, they do not believe that others who are deserving of promotion are currently getting promoted within the Navy.

	Agree	Neutral	Disagree
E-1 to E-3	25	23	52
E-4 to E-6	16	20	65
E-7 to E-9	28	22	50
WO	40	21	40
O-1 to O-3	40	24	36
O-4 and Above	44	25	32
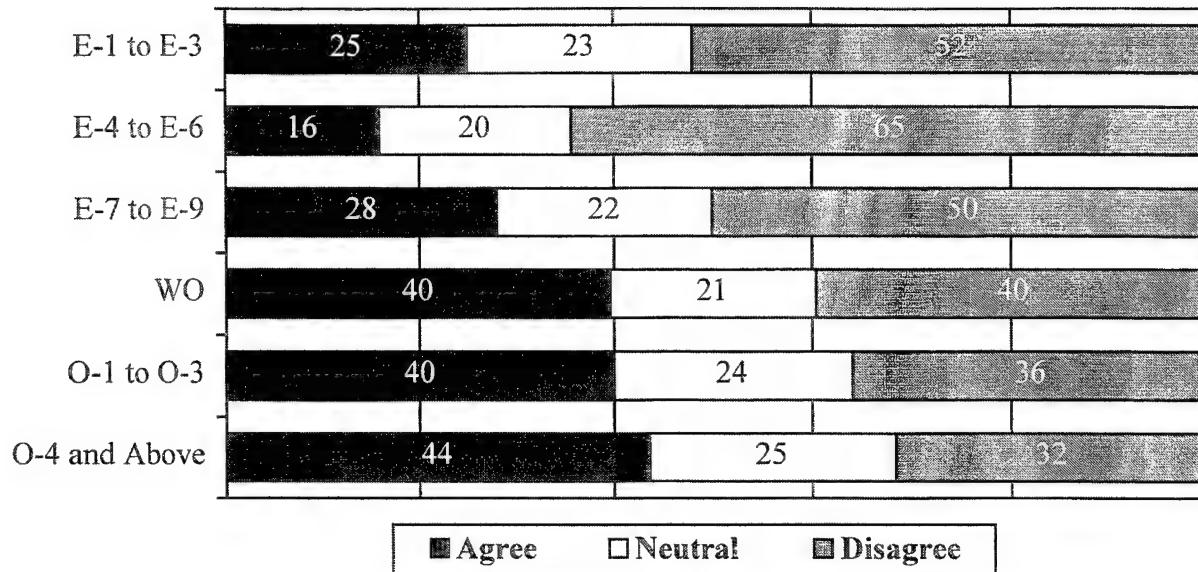
Figure 22. Percentage of Sailors Who Agree or Disagree with the Following Statement: "The Most Qualified and Deserving Sailors Get Promoted."

Morale

A factor often cited by military commanders as being important to the work life of Sailors is the morale of their personnel. In the military, morale is used as a general concept representing the satisfaction with work and camaraderie between personnel in a unit or command. When asked to rate the current state of morale at their command, the majority (66%) of respondents indicated that morale at their current command is at an intermediate or medium level (see Figure 23). It is notable, however, that 42 percent of junior enlisted (E-1 to E-3) and 40 percent of petty officers (E-4 to E-6) reported that morale was low at their command. There also appears to be a relationship between time in the service and ratings of morale, such that as rank or time in service increases, there is generally an increase in ratings of morale.

	High	Medium	Low
E-1 to E-3	16	42	42
E-4 to E-6	11	49	40
E-7 to E-9	27	57	16
WO	32	57	11
O-1 to O-3	23	58	19
O4 and Above	32	54	13
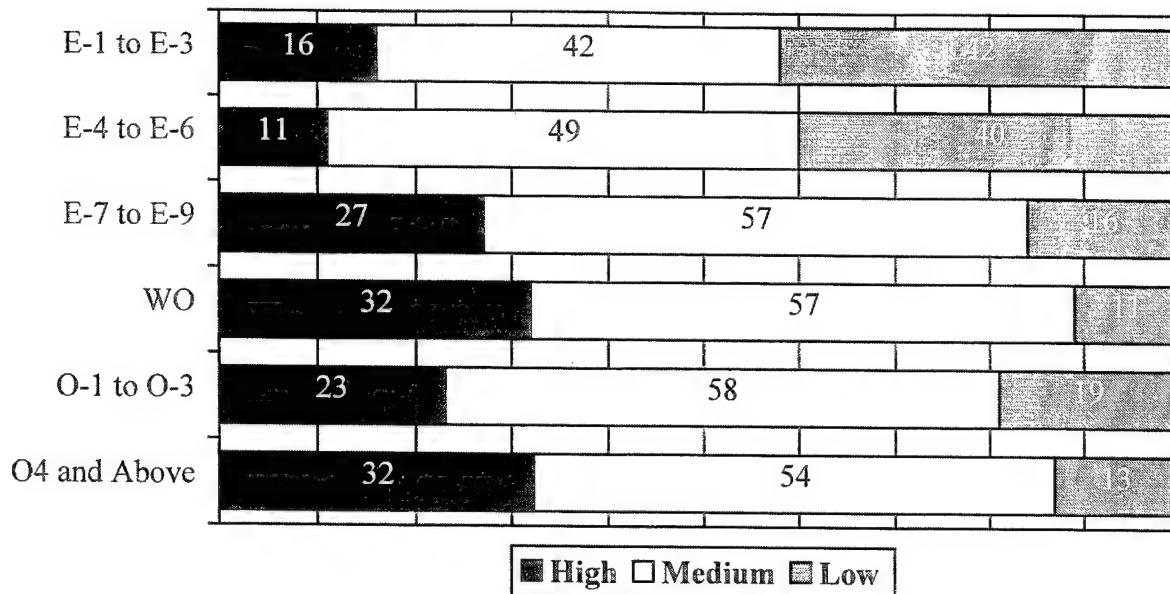
Figure 23. Sailor Ratings of Morale at Present (or Most Recent) Command by Group.

When asked what factors influence the current level of morale, Sailors indicated a very interesting list of factors (see Table 46). The top five factors that respondents indicated had a positive influence on their morale were Navy Support Services (50%), leadership provided by their immediate work supervisor (46%), performance of the crew/platoon/squad/ship on exercises (43%), leadership provided by their command leadership (42%), and the availability of training and education (42%). In addition, 54 percent of officers indicated that the attitude of their co-workers/shipmates had a significant positive impact on their morale.

Table 46
Top Five (5) Factors Having a Significant Positive Impact on Morale

Enlisted	Officers
1. Navy support services (i.e., MWR, Family Support Center, housing, etc.)	1. Leadership (immediate supervisor)
2. Leadership (immediate supervisor)	2. Leadership (command leadership)
3. Performance of the crew, platoon, squad or ship on exercises	3. Attitude of co-workers/shipmates
4. Availability of training/education	4. Availability of training/education
5. Leadership (command leadership)	5. Performance of the crew, platoon, squad or ship on exercises

In addition, Sailors were asked to identify which factors had a negative influence on their current level of morale (see Table 47). The top five factors that respondents indicated had a negative influence on their morale were unit/workgroup manning (48%), attitude of co-workers/shipmates (47%), pay/compensation (46%), availability of spare parts/tools (41%), and leadership provided by the command (36%). The last of these negative factors—leadership provided by the command—was a significant negative influence for over a third of enlisted

(38%), but only a quarter of officers (26%). In addition, the top factors for officers differed in three other areas, indicating that PERSTEMPO (27%), attitude of co-workers/shipmates (31%), and OPTEMPO (28%) all had a significant negative impact on their morale.

Table 47
Top Five (5) Factors Having a Significant Negative Impact on Morale

Enlisted	Officers
1. Attitude of co-workers/shipmates	1. Unit/workgroup manning
2. Unit/workgroup manning	2. Pay/compensation
3. Pay/compensation	3. PERSTEMPO (non-deployment time away from home)
4. Availability of spare parts/tools	4. Attitude of co-workers/shipmates
5. Leadership (command leadership)	5. OPTEMPO (official deployment)

Job Satisfaction

One of the major outcomes of providing a good working environment, organizational climate, career development, and advancement opportunities should be relatively high levels of job satisfaction. Historically, job satisfaction has been looked to as a benchmark factor in predicting both the satisfaction of the workforce and the likelihood of members to leave active duty service. A wide variety of previous studies have shown that job satisfaction is strongly related to the numbers of employees in the workforce that both intend to stay or leave an organization (for a review of the literature see Cranny, Cain-Smith, & Stone, 1992 and Vroom, 1982). This has definite implications for the Navy as the organization continues to seek ways to improve and then to maintain high retention rates to ensure that there is an adequate mix of qualified personnel.

Overall, respondents to the survey indicated that the majority of Sailors are currently satisfied with their jobs. Figure 24 presents the results of the job satisfaction question by paygrade bands. Looking at the graph, it is evident that job satisfaction increases with rank and time in service. Those with the highest levels of satisfaction currently hold higher paygrade ranks and, on average, have invested more time in the Navy. This trend is not surprising due to the fact that only those who succeed in meeting and exceeding current performance standards remain in the Navy and continue to advance or promote up the ranks.

	Agree	Neutral	Disagree
E-1 to E-3	38	28	
E-4 to E-6	47	22	
E-7 to E-9	69	16	
WO	72	11	
O-1 to O-3	61	17	22
O-4 and Above	71	17	12
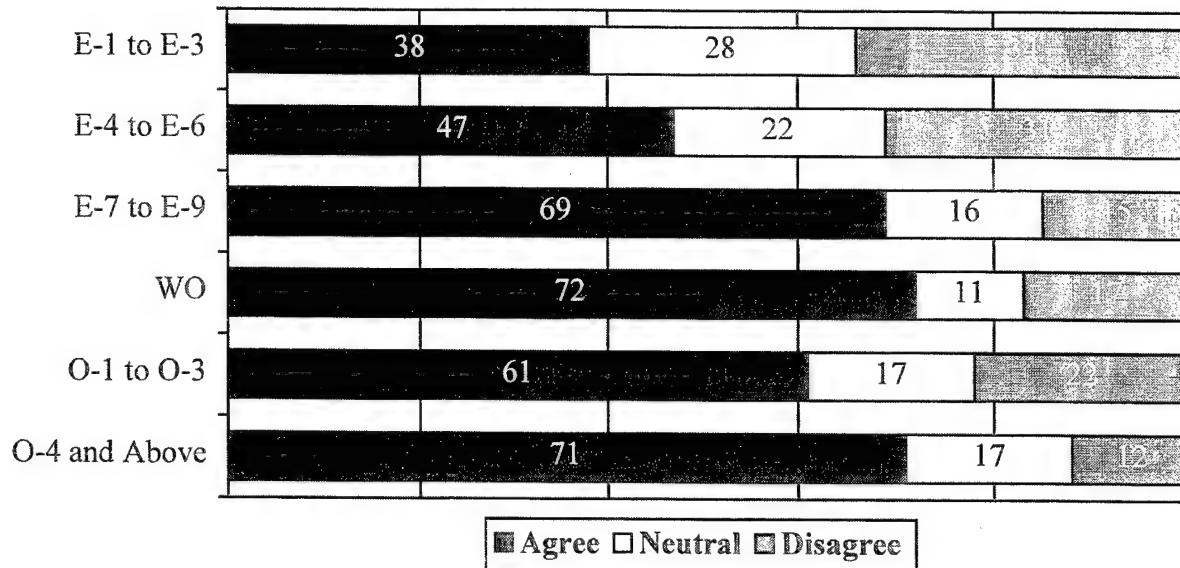
Figure 24. Percentage of Sailors Who Agree or Disagree with the Following Statement: "Considering Everything, I Am Satisfied with My Job."

An argument can be made that the last figure does not represent a true trend but rather a cross-sectional snapshot in time. So to evaluate the trend in job satisfaction across time, we turn to Figure 25, which presents survey findings from 1990 to 2000. Reviewing Figure 25, it is clear that while job satisfaction has fluctuated somewhat over the years it has remained relatively stable, typically not deviating more than 3 to 5 points. However, over the past 3 administrations of the NPS, the level of job satisfaction has decreased each time by 3 to 6 points for officers and 5 to 9 points for enlisted. If this trend continues, it appears to indicate a significant drop in the percentage of Sailors who report that they are satisfied with their jobs. Another interesting point that is relatively apparent from the graph is the significant difference between job satisfaction ratings by officers and enlisted. In general, officers appear to be significantly more satisfied than enlisted at a rate of about 11 points on average. These results indicate a continuing disparity in the work experiences of Sailors depending on whether they are classified as either officer or enlisted.
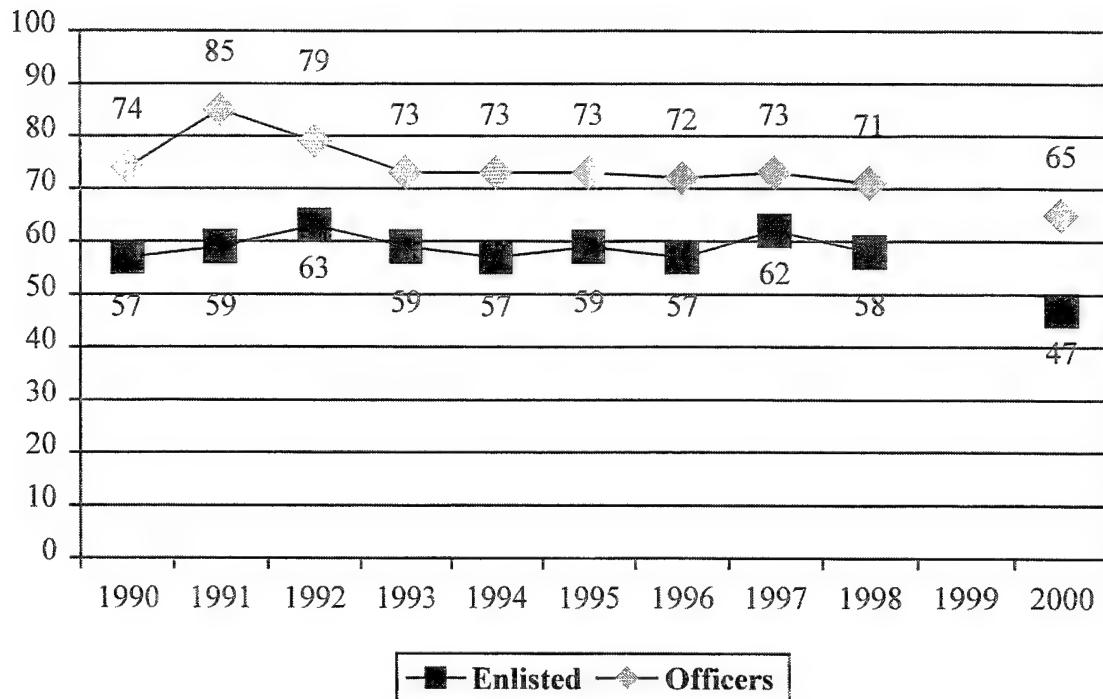
Figure 25. 1990–2000 Trend: Percentage of Sailors Who Agree or Disagree with the Following Statement: "Considering Everything, I Am Satisfied with My Job."[4]

In addition to the overall question about job satisfaction, a number of other measures of job satisfaction were given to participants in the survey. These included questions about how well Navy work experiences had met expectations, involvement in work, and a question about how much Sailors enjoy their jobs. The results from these additional measures were mixed and generally lower than the overall job satisfaction question (see Table 48). For instance, while the majority of officers (68%) reported that their Navy work experiences have met their expectations, only about half of the enlisted (48%) said the same. When asked about how involved they were with their work in the Navy, the majority of Sailors (76% officers and 55% enlisted) reported high involvement. However, only 26 percent of officers and 25 percent of enlisted reported that work represented one of the "most important" parts of their life or that it was a "major source of satisfaction" (22% officers and 18% enlisted). This may not be surprising due to the fact that many Sailors value having a life and interests outside of their Navy job. For more detailed information on Sailor quality of life and other interests outside of Navy work life please see NPRST Technical Notes NPRST-TN-02-3 (Wilcove & Schwerin, 2002) and NPRST-TN-02-4 (Wilcove, Wolosin, & Schwerin, 2002).

The last of these alternative measures of job satisfaction was an item that asked Sailors to rate how much they agreed or disagreed with the statement: "Ordinarily, I enjoy my job and look forward to coming to work each day." This question represents endorsement of a generally positive view of everyday work, however, only 56 percent of officers and 34 percent of enlisted agreed with the statement. This question was new to the 2000 NPS and may not fully represent

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[4] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

the views of Sailors regarding their job satisfaction. However, these results taken as a whole indicate that there is a significant divide between the level of satisfaction with Navy job between officers and enlisted Sailors. In all cases, officers were significantly more satisfied with their jobs than enlisted Sailors.

Table 48.
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with Each of the Following Statements Regarding the Navy Work Experience.

| | Percent | |
	Enlisted	Officers
My Navy work experience(s) have met my expectations	48	68
I am very personally involved with my work	55	76
The most important things that happen to me involve my work	25	26
The major source of satisfaction in my life is my job	18	22
Ordinarily, I enjoy my job and look forward to coming to work each day	34	56

In addition to the overall measures of job satisfaction, respondents were also asked to rate how satisfied or dissatisfied they were with 22 aspects of their job. These aspects range from co-worker relationships to advancement/promotion opportunities available to Sailors (see Table 49). Across both officers and enlisted respondents the aspects of Navy jobs that Sailors were most satisfied with included "job security," "the amount of responsibility I have at my job," and "respect and fair treatment from my peers and co-workers." Other additional top aspects of work for officers included the "ability of my peers and co-workers," the "amount of challenge in my job," the "amount of freedom I am given to do my job," the "honest and ethical manner in which my peers and co-workers conduct themselves," and the "flexibility of my command in dealing with family/personal issues." Additional aspects with high satisfaction for enlisted, included the "physical working conditions of my worksite" and "educational support available to me (e.g., Montgomery G.I. Bill, PACE, Tuition Assistance, etc.)."

As with other measures of satisfaction with work, there is a relatively significant difference between the ratings produced by officers and enlisted—in most cases, officers being more satisfied than enlisted Sailors. Another way to understand these results is to focus on those aspects with which less than the majority were satisfied to identify potential problem areas in job satisfaction. Taking this approach, we see that only 3 aspects for officers and 10 for enlisted Sailors were rated below 50 percent. For both officers and enlisted, low rated aspects included the "quality of communication up and down the chain of command" and the "supply of parts and equipment to get the job done." Not surprisingly, officers and enlisted Sailors differed on the percentage of those who were satisfied with the amount of educational support available to them. One of the explanations for this difference is that officers incur obligated service when they accept educational support while enlisted personnel do not. Scanning through the other aspects of the job that received satisfaction ratings from less than half of the enlisted respondents, it is evident that these areas focus on leadership, communication, and career development (including

advancement/promotion opportunities). In each of these cases, it is apparent that less than half of enlisted are satisfied with these aspects, which may explain why overall job satisfaction is significantly lower among enlisted Sailors than it is for officers.

Table 49
Percentage of Sailors Indicating that the Following Factors Have a Significant Positive Impact on Job Satisfaction

	Percent	
	Enlisted	**Officers**
Ability of my peers and co-workers	54	75
Support and guidance I receive from my supervisor	48	59
Job security	74	82
Opportunity for personal growth and development on the job	49	64
Educational support available to me (e.g., Montgomery G.I. Bill, PACE, Tuition Assistance, etc.)	63	45
Respect and fair treatment from my supervisor	57	72
Respect and fair treatment from my peers and co-workers	61	83
Amount of challenge in my job	54	77
Feeling of accomplishment I get from doing my job	55	69
Leadership provided by my supervisor	48	58
Leadership provided by my command	39	57
Amount of responsibility I have at my job	65	79
Amount of freedom I am given to do my job	59	74
Physical working conditions of my worksite	60	64
Supply of parts/equipment to get the job done	32	33
Flexibility of my command in dealing with family/personal issues	52	74
Commitment to quality demonstrated by my peers and co-workers	44	68
Honest and ethical manner in which my peers and co-workers conduct themselves	45	75
Honest and ethical manner in which my supervisor treats others	51	73
Advancement/promotion opportunities available	38	56
Quality of communication between peers and co-workers	47	65
Quality of communication up and down the chain of command	32	49

Retention Indicators

Retention of trained, qualified, and motivated Sailors is a high priority for the U.S. Navy. During the late 1990s, following the drawdown, retention of adequate numbers of Sailors became a serious problem. We were losing some of our best, brightest, and most experienced Sailors to retirement and jobs outside the military. As the problem got worse, it received the attention of the most senior levels of leadership in the Navy. As cited in the introduction, the Chief of Naval Operations (CNO), Admiral Vernon Clark, announced that during his tenure he intended to "lead a Navy that holds quality of service for Sailors, for their quality of life and their quality of work, as a top priority in mission and combat readiness" (Clark, 2000) in an effort to improve the retention situation. To combat the retention losses of the late 1990s, the Navy has undertaken a wide variety of initiatives to reduce the losses of trained, qualified, and motivated personnel. These have taken the form of pay raises, targeted incentives, improvements in quality of life programs/services, and a re-working of the current advancement/promotion system used in the Navy to name a few. In addition to making changes in policy and program offerings, the Navy has also instituted a number of monitoring systems to track, evaluate, and predict retention problems before they exist. Some of these new systems include the Argus Career Transition Survey (a survey given to Sailors at all career transition points), establishing the Center for Career Development (a resource for Sailors on career development, comparisons to civilian life, and other information to support their career decisions), and a number of other reporting systems for officer and enlisted community managers, detailers, and policy makers.

The NPS has been asking about the career intentions of Sailors since 1990. In addition to asking about how likely it is that Sailors will reenlist or continue their Navy career, the survey also asks about reasons why they joined the Navy, their initial career plans, who will influence their next career decision, organizational commitment, and both short and long-term career plans. Below we will cover the major findings in the area of retention indicators with active duty Navy personnel.

Reasons for Joining the Navy

The decision to join the military and a particular branch of service is likely to be influenced by a wide variety of factors. In an effort to capture the diversity of reasons, respondents were asked to choose up to five of the most important reasons (from a list of 23) why they chose to join the Navy. Frequencies were then calculated across all responses to this question to determine the most important factors that respondents indicated had influenced their decision to join the military (see Table 50). Interestingly the most important reason why Sailors said they had joined the Navy was to "travel" and have "new experiences." From that point on, however, both officers and enlisted differed in both the reasons why they joined and the relative importance of each factor. Additional most important reasons for officers included the following (in order of importance): "desire to serve my country," "challenging or interesting work," "educational benefits," and "personal growth." For enlisted the list was similar in some aspects but the relative importance of each factor was different. For enlisted the additional most important reasons included the following (in order of importance): "educational benefits," "personal growth," "desire to serve my country," and "training in skills useful for later civilian employment."

Table 50
Top Five (5) Most Important Reasons Why Sailors Joined the Navy by Group

Enlisted	Officers
1. Travel and new experiences	1. Travel and new experiences
2. Educational benefits	2. Desire to serve my country
3. Personal growth	3. Challenging or interesting work
4. Desire to serve my country	4. Educational benefits
5. Training in skills useful for later civilian employment	5. Personal growth

Initial Career Plans

Another retention indicator that may be useful to evaluate is the initial career plans of Sailors when they entered the Navy. While it is certainly the case that Sailors will often change from their initial decision, it does set up an entirely different situation when a new recruit enters service with only the intention of a 4-year tour of duty rather than a 20-year career. To look at the question of initial intention, respondents were asked to indicate what their initial career plans were when they entered the Navy. While the relative endorsement of each of the options was somewhat different, the same pattern emerged for both officers and enlisted personnel (see Table 51). The most common answer from respondents (44% officers and 40% enlisted) was that they really did not have any specific career plans when they joined the Navy. Six percent of officers and 13 percent of enlisted reported that they planned to complete training in a trade or skill and then leave the Navy. Approximately a quarter of respondents (23% officers and 25% enlisted) indicated that they planned to complete only their initial obligation and then leave the Navy. An additional fourth of respondents indicated that they planned to complete a full career (20 or more years) when they entered the Navy. Overall, these results indicate that a substantial number of incoming Sailors—currently over half—do not have definite career plans and that they are instead waiting to see if the Navy provides a good fit for them and their families. With this being the case, the Navy can and should use the initial term of service to indoctrinate Sailors into the Navy way of life, determine which Sailors are a priority to retain, and market the attractive qualities of a long-term career with the U.S. Navy.

Table 51
Percentage of Sailors Who Reported the Following about Their Initial Career Plans when They Joined the Navy

	Percent	
	Enlisted	Officers
I was not sure of my plans when I joined	40	44
To complete my initial obligation, then leave the Navy	25	23
To make the Navy a career (20 or more years)	22	27
To complete training in a trade or skill, then leave the Navy	13	6

Factors Influencing Sailor Career Decisions

A wide variety of factors affect Sailors' everyday lives that will later have an impact on their decision to continue or leave active duty service in the Navy. The survey addressed many of these factors by asking respondents about the impact of a variety of aspects of work life, relationships with others, and Navy policy will have on their career decisions. We will review the finding from a variety of aspects of Navy life below and how they impact Sailors' career decisions.

In an effort to capture the diversity of factors that will impact a Sailors' next career decision, participants in the survey were asked to choose up to five of the most important reasons that will influence their decision to continue with the Navy. Frequencies were then calculated across all responses to determine the most important factors that respondents indicated will influence their next decision to stay or leave active duty service in the Navy (see Table 52). Of the factors selected by respondents, 9 of the top 10 factors were the same for both officers and enlisted Sailors, although the relative importance of each factor was different for each group. Across all respondents, the most important factors included "enjoyment of my Navy job" (i.e., job satisfaction), "location of the next duty station," "military pay," and "civilian job opportunities." Sailors also indicated a number of other important factors that will influence their next career decision, however, the relative importance of each of these were significantly different between officers and enlisted respondents. These factors included the "type of next duty assignment," the "location of next duty station," whether they are advanced or promoted, and "spouse or significant other's opinions." Respondents also indicated one additional factor for each group that was important in considering whether or not they planned to continue in the Navy. For officers this factor was "my family's opinion," while for enlisted respondents it was the "selective reenlistment bonus." Taken together, these responses indicate that Sailors appear to go through a process of weighing the alternatives between continuing with the Navy (including pay, benefits, location, duty type, advancement/promotion, etc.) with the opportunities of civilian life (including pay, education pursuits, job opportunities, family concerns, location, etc.).

Table 52
Top Ten (10) Most Important Factors that Will Influence Sailors' Next Career Decision

Enlisted	Officers
1. Location of next duty station	1. Enjoyment of my Navy job
2. Enjoyment of my Navy job	2. Military pay (basic pay, allowances, etc.)
3. Military pay (basic pay, allowances, etc.)	3. Civilian job opportunities
4. Want to pursue college or graduate education	4. Spouse or significant other's opinions
5. Civilian job opportunities	5. Retirement benefits
6. To accept a promotion in rank	6. Location of next duty station
7. Retirement benefits	7. Type of next duty assignment
8. Spouse or significant other's opinions	8. To accept a promotion in rank
9. Type of next duty assignment	9. Want to pursue college or graduate education
10. Selective Reenlistment Bonus	10. My family's opinions

When looking at their next career decision, another consideration Sailors make is the impact that other people in their lives will have on their decision. This ranges from consideration of the opinions and influence of spouses (or significant others), children, other family members, peers, supervisors, and other leadership on their decision to stay or leave the Navy. Navy leadership has long debated the relative importance of marketing Navy careers to spouses, families, and others as a way of increasing the likelihood that Sailors will decide to stay in the Navy. While this has been discussed for years, little (if any) real data exists on what Sailors believe about the impact of their families, peers, and leadership on their decision to stay on active duty or leave the Navy. The survey addressed this lack of data by asking respondents to indicate how significant each of these five different types or classes of people were on their career decisions. The results indicated very similar results for both officers and enlisted Sailors overall—the majority of respondents (82% officers and 63% enlisted) indicated that spouses (or significant others) had the largest single influence on their decision to stay or leave the Navy (see Figure 26). This is important in the context of findings cited earlier in this report that over 60 percent of Sailors are currently married (see page 7).

In addition to spouses (or significant others), leadership and extended family appear to have a significant influence on Sailors' career decisions. Half of officers (50%) and approximately a third of enlisted (28%) reported that their command leadership will have a significant influence on their next career decision, while 36 percent of officers and 22 percent of enlisted indicate that their immediate supervisor will influence their next decision. Also significant, one out of five officers (21%) and a third of enlisted (31%) indicated that their parents or other relatives will have a significant influence. Taken together, these results indicate that a focus on the influence of spouses (or significant others) and leadership should have a positive impact on the numbers of Sailors who choose to stay on active duty in the future.
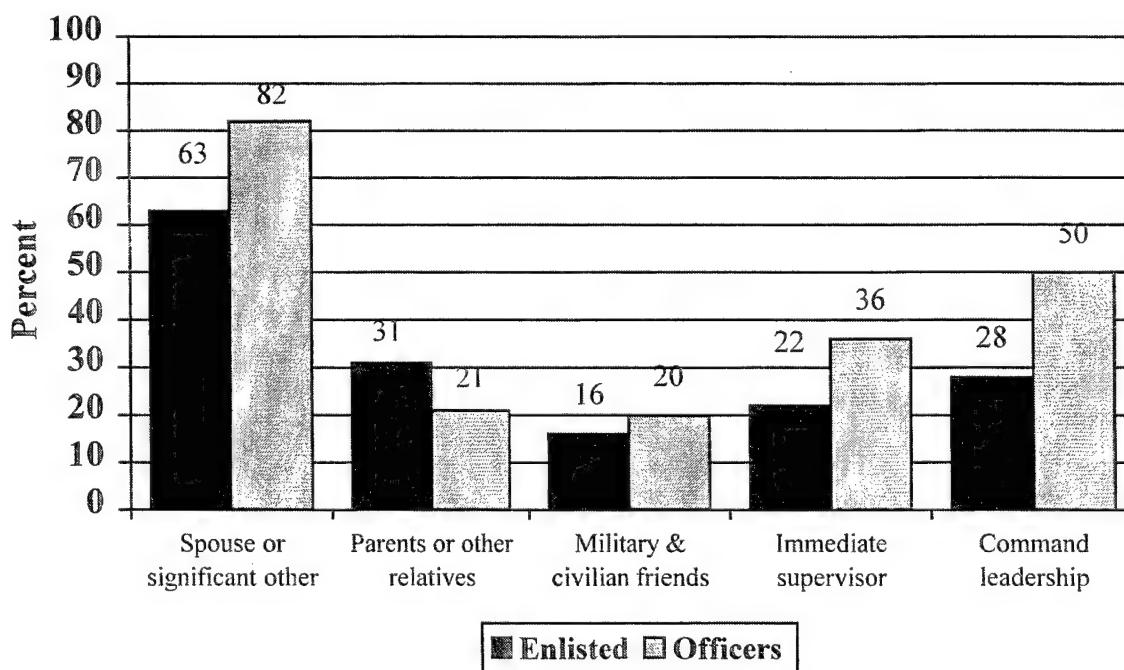
Figure 26. Percentage of Sailors Who Reported that the Following Types of People Will Have an Influence on Their Next Career Decision.

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Another major factor that may contribute to the direction of a Sailor's career decision is the impact of policy initiatives regarding pay, benefits, and incentives. Over the past several years, the Navy argued for significant increases in compensation and incentives to improve the attractiveness of active duty service. These efforts were successful in encouraging Congress to authorize a number of changes in compensation for military members in the fiscal year 2000 federal budget, which specifically affected some pay programs for Navy personnel. The survey asked Sailors to report on the impact of these changes on their likelihood to stay in the Navy at their next career decision. Figure 27 displays the results of these questions as reported by participants in the survey.

Overall, these results indicate that changes such as increased pay, pay table reform, increased bonuses, and accelerated BAH all had a significant positive impact on their desire to stay in the Navy. An additional change that was authorized in the fiscal year 2000 budget was the repeal of the REDUX retirement plan. This plan had been controversial because of the way in which it calculated and paid out retirement; however, the program was dropped in favor of the previous High Three retirement plan. For this question, the majority of officers (56%) reported that the repeal of the REDUX retirement plan had increased their likelihood of staying in the Navy, while only 42 percent of enlisted reported the same. However, this is not surprising given the findings of a previous compensation survey that found that very few even knew what their retirement plan was or what its benefits were (Culbertson & Hendron, 1999).
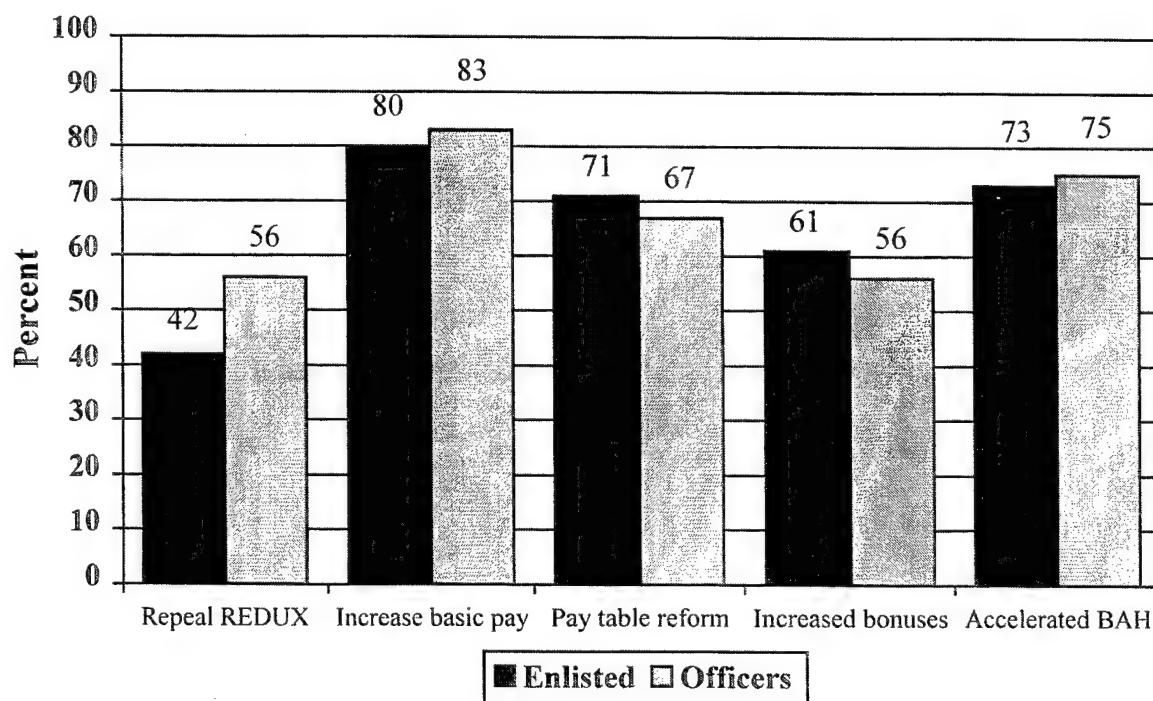
Figure 27. Percentage of Respondents Who Indicated that They Agree or Strongly Agree to the Question: "Did Each of the Following Changes to Pay/Benefits during FY2000 Increase My Likelihood of Staying in the Navy?"

In addition to the role that the current retirement system plays in Sailors' career decisions, the survey asked respondents what types of concerns they might have about their retirement. A number of potential retirement concerns had been identified by a previous compensation survey

including access to adequate medical/dental care, access to retirement savings plans, military pension qualifications, and transferability of retirement savings. Table 53 displays the percentage of respondents who indicated that they were concerned about each of the different problems with the current retirement system. The two most common retirement concerns expressed by Sailors were access to adequate medical/dental care (34% officers and 27% enlisted) and the inability of military members to use 401K, Thrift Savings Plan (TSP), or other retirement savings plans (28% officers and 21% enlisted). This second reason is significant, because at the time of the survey federal military compensation laws restricted active duty military members from using 401K, TSP, or other retirement savings plans. This rule has since been changed to give active duty military members access to the TSP that other federal employees have traditionally utilized. Surprisingly, only 17 percent of officers and 15 percent of enlisted expressed concerns about the fact that they will not earn a retirement pension unless they serve a minimum of 20 years in the military. Of note, however, was that a little over a fourth of enlisted Sailors expressed no concerns about their retirement whatsoever.

Table 53
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with Each of the Following Statements About the Current Military Retirement System by Group

	Percent	
	Enlisted	**Officers**
Access to adequate medical and dental care	27	34
I have no concerns about my retirement	26	9
No ability to save toward retirement with a 401K, Thrift Savings Plan (TSP), or other retirement savings plan	21	28
No retirement pension earned unless I serve at least 20 years	15	17
The government does not match any money I have saved for retirement	6	8
I cannot transfer my retirement benefits to another employer	5	4

The survey also asked Sailors to rate the impact of a number of proposed policy changes that would impact pay and benefits. The proposed changes included raising the maximum for sea pay, tax-free Selection Reenlistment Bonuses (SRBs) for enlisted Sailors, extending the BAH to E-4 Sailors, and immediate frocking for junior officers. Each of these proposed policy changes were welcomed by the survey respondents. First, 34 percent of officers and 48 percent of enlisted agree that they would be willing to continue or extend their Navy career if their sea pay were raised to $750 per month from its current maximum of $500. Subsequently, the data from this survey were used to support a raise in sea pay, which was enacted during the federal fiscal year 2002. Second, 33 percent of enlisted respondents indicated that they would be willing to continue or extend their Navy career if they did not have to pay taxes on any SRBs. There was no response from officers due to the fact that they do not qualify for SRBs. Third, 59 percent of junior enlisted Sailors said that they would be willing to continue or extend their Navy career if BAH was extended to E-4 Sailors. No responses were available for other groups or other enlisted, due to the fact that this question did not apply to other than junior enlisted personnel—

all others were told to skip the question. Fourth, 39 percent of junior officers reported that they would be willing to continue or extend their Navy career if they could be frocked (e.g., given the rights and privileges of your new rank) immediately upon selection. Since this question only applied to junior officers, other respondents were asked to skip this question. Overall, the results of the questions dealing with proposed policy changes indicate that these policy changes would likely have a positive impact on some, but not all of those whom the policies would be targeted to affect.

Finally, when studying factors that will affect Sailors' career decisions, it is important to consider the competing interests from the civilian world that may be attractive to Sailors. Many Sailors leaving the Navy express the desire to continue working, attend college or university, or go into traditional retirement. Sailors were asked to report what they intended to do when they left active duty service (see Table 54). The most common responses for officers included work for a civilian company or organization (54%), "other" (20%), or be self-employed in their own business or profession (10%). The most common response for enlisted respondents was to go work for a civilian company or organization (32%), attend college/university (22%), work for civilian government (19%), or "other" (16%). Interestingly, only two percent of officers and one percent of enlisted indicated that they planned to go into full-time retirement. Overall these results indicate that most Sailors intend to remain active after leaving active duty service by work or other activities.

Table 54
Percentage of Sailors Who Indicated that They Intended To Pursue Each of the Following Options After They Leave Active duty Service in the Navy

	Percent	
	Enlisted	**Officers**
Work for a civilian company or organization	32	54
Attend college or university	22	3
Work for civilian government (local, state or federal)	19	8
Other	16	20
Self-employed in my own business or profession	7	10
Manage or work in a family business	1	<1
Work as a homemaker, housewife, or househusband	1	1
Go into full-time retirement	1	2
Undecided	1	2

Organizational Commitment

The concept of organizational commitment has interested researchers studying organizational behavior for nearly two decades. Much of the interest is due to the belief that organizational commitment is an important part of an employee's psychological state when they make career decisions. For example, employees who experience high organizational commitment are believed to engage in many behaviors (e.g., citizenship activities and high job performance) that are

believed to be beneficial to the organization (Jaros, 1997), and by definition, highly committed employees wish to remain with their employing organizations (Mowday, Porter, & Steers, 1982; Cohen, 1993; Michaels & Spector, 1982). The concept of organizational commitment has become increasingly important for the Navy as we continue to seek to retain as many qualified Sailors as possible on active duty. The 2000 NPS used a modified version of the affective organizational commitment scale developed by Allen and Meyer (1990) for measuring employee commitment. The individual questions that make up the organizational commitment scale included items dealing with the Sailors' desire to spend the rest of their career in the Navy, attachment to the Navy, and a sense of "belonging" in the Navy. The results from this scale are outlined below as a summary scale—all individual questions were averaged to arrive at a single score that represents the overall organizational commitment of the Sailor.

Overall, 65 percent of respondents indicated that they were highly or very highly committed to the Navy (see Figure 28). When looking at breakdowns of the data, 75 percent of officers and 50 percent of enlisted Sailors indicated that they had a high or very high commitment to the Navy. Additionally, one in five officers (19%) and almost a third of enlisted (30%) reported that they were neutral (neither agreed nor disagreed) with each of the questions that were used to make up the Navy organizational commitment scale. These results are very significant in that they indicate that the majority of Sailors are committed to the Navy, which should translate into higher numbers of Sailors who intend to stay with the Navy when having to make career decisions.
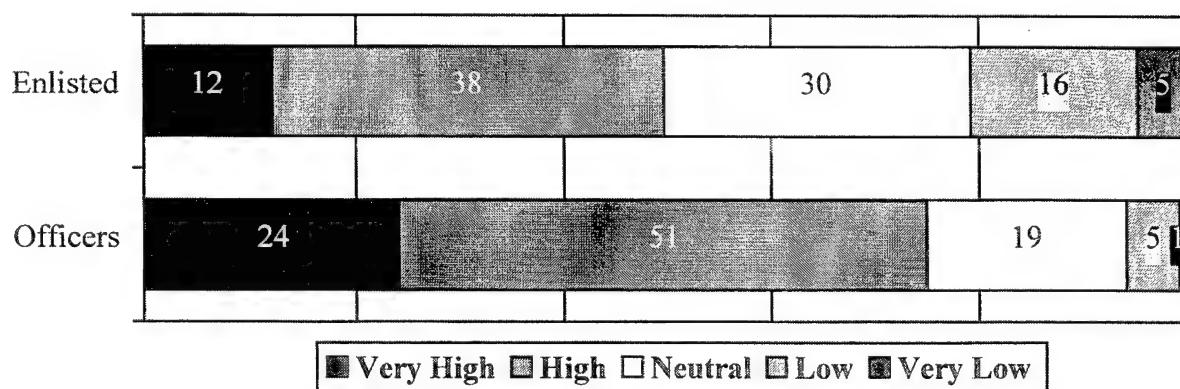
Figure 28. Breakdown of Organizational Commitment Scale by Group.

Sailor Career Plans

Since 1990, the NPS has asked Sailors about their career intentions (i.e., their intention to stay with or leave the Navy). While previous research has shown that career intentions do not always perfectly predict actual behavior, they do tend to be one of the main predictive factors in explaining whether employees stay with or leave an organization (Doran, Stone, Brief, & George, 1991; Martin & Hafer, 1995; O'Quin & LoTempio, 1998; Steel & Ovalle, 1984; Vandenberg & Nelson, 1999). The 2000 NPS asked Sailors about their career intentions from a number of perspectives ranging from their next career decision (e.g., reenlistment or continuation) to short-term (e.g., next five years) and long-term (e.g., 20 or more years) career intentions. The results of these questions are detailed below and are broken out by group (officers and enlisted Sailors) and in few cases by retention zones as well. Retention zones

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represent a grouping of years of service which tend to coincide with the points at which Sailors tend to make reenlistment (enlisted) or continuation (officers) decisions. The typical breakdowns for retentions zones are the following: Zone A (1–6 years); Zone B (7–10 years); Zone C (11–14 years); Zone D (15–19 years); Zone E (20 or more years).

Short-term Career Plans

Respondents to the survey were asked a number of questions about their current career intentions. Table 55 presents the percentage of Sailors who reported that they agreed with each of the statements listed. First, to set the context, 37 percent of officers and 49 percent of enlisted respondents indicated that they would be making formal career decisions within the next 12 months. These numbers indicate that a rather sizeable number of Sailors either will be making a formal career decision or intend to make one over the next year. Second, respondents were asked to indicate if they intended to serve out their current term of service or potentially leave before they had served their current obligation. To this question, most Sailors (96% officers and 95% enlisted) responded that they intended to complete their current term of service or obligation. While this number seems much higher than the current attrition rates would suggest, these results should be consistent with the sample for this survey which is made up of predominantly Sailors E-3 and above for enlisted and O-1 to O-7 for officers. Also these results appear to be in line with the findings regarding organizational commitment presented above indicating that the majority of Sailors have a "high" to "very high" affective organizational commitment to the Navy.

Table 55
Percentage of Sailors Who Indicated that They Agree or Strongly Agree with the Following Statements Regarding Their Feelings About the Navy

	Percent	
	Enlisted	**Officers**
I plan to make a formal career decision in the next 12 months	49	37
I plan to serve out my current term of service or obligation	95	96
I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy	35	54

Respondents were also asked to indicate whether or not they intended to reenlist or continue at their next decision point (Table 55). To this question, the majority of officers (54%) and a little over a third (35%) of enlisted Sailors indicated that they currently intend to continue with the Navy. On first pass, these numbers seem to be much lower than might be expected from other previous indicators of career decision. Figure 29 displays the results of this question accounting for all three major response categories given to participants: "yes," "no," or "not sure." When looking at the data from this perspective the situation appears very different. First, the intention to reenlist or continue with the Navy appears to increase as Sailors accrue greater rank and tenure in the organization. This finding is not surprising since it is likely to be due to a great degree to self-selection and performance (e.g., those who perform well and like military life tend to stay). It is also true that those with higher rank stand to lose more under the current

military retirement rules if they leave the organization before earning a full pension. Second, consistent with the numbers of those who plan to continue, the percentage of Sailors who do not intend to reenlist or continue with the Navy appears to decrease as rank and tenure increase. Third, there are a substantial number of Sailors who indicate that they have not yet decided about whether or not they will reenlist or continue at their next decision point. This group is especially important because they are still undecided and the Navy may be able to impact their choice to stay or leave with targeted marketing and/or incentives. When this group is combined with the group that intends to reenlist or continue, it is clear that the Navy has the possibility of retaining 73 percent of officers and 63 percent of enlisted Sailors.
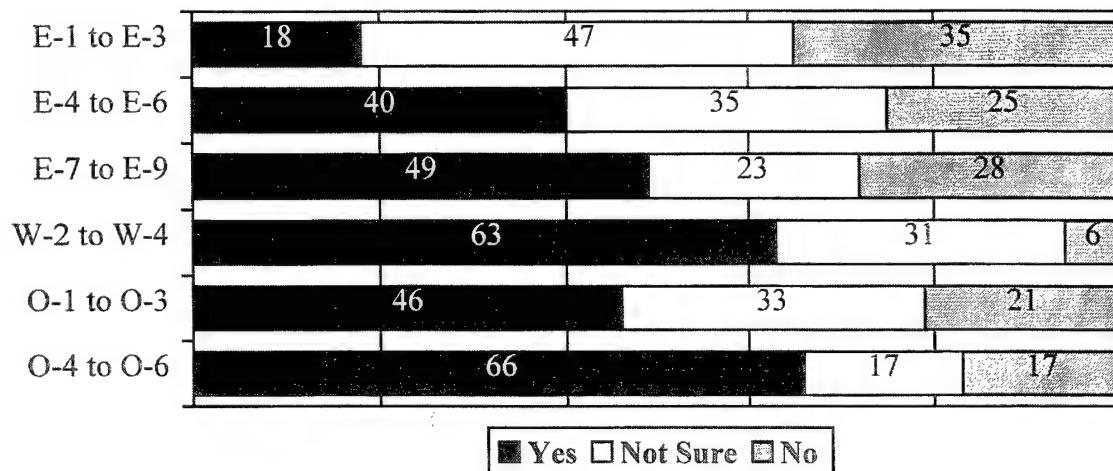
Figure 29. Intention to Reenlist or Continue Their Navy Career at Their Next Decision Point by Paygrade.

Another way of looking at this information is to sort the data by the current retention zone that they are in. Figure 30 shows the responses of Sailors to the question regarding their reenlistment or continuation career intentions sorted by the retention zone. It is clear from looking at the data from this perspective that the same findings hold true when looking at the data by paygrade. As a Sailor's tenure increases, their intention to reenlist or continue increases while the percentage that are undecided or intend to leave the Navy decreases. Figure 30 also highlights the fact that a substantial percentage of respondents in the first three retention zones are undecided (43% in Zone A, 41% in Zone B, and 27% in Zone C) about their future career decisions. Ideally, the Navy could use marketing or other persuasion techniques to help influence these Sailors to choose to stay in the Navy.

Zone A (1-6 Yrs)	9	43	48
Zone B (7-10 Yrs)	39	41	20
Zone C (11-14 Yrs)	68	27	5
Zone D (15-19 Yrs)	96		3
Zone E (20+ Yrs)	97		2

■ Yes □ Not Sure □ No
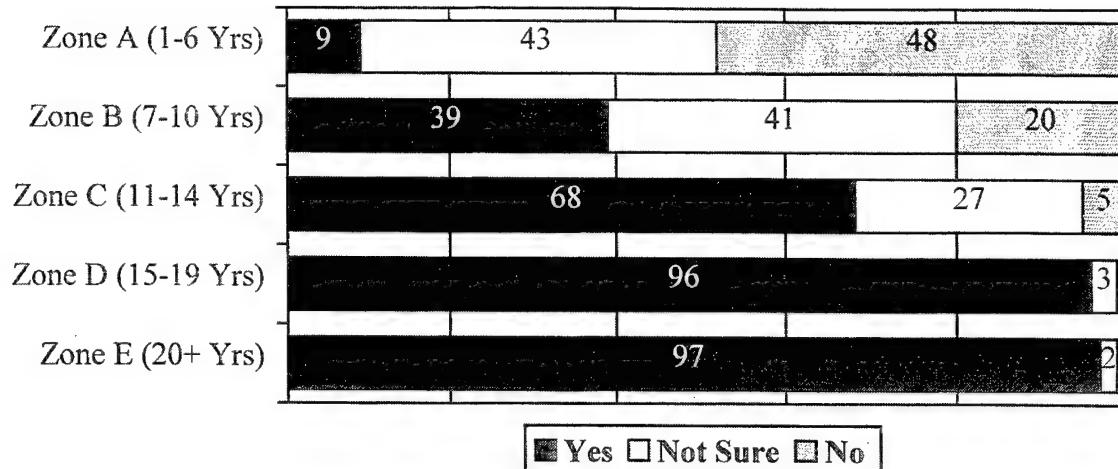
Figure 30. Intention to Reenlist or Continue Their Navy Career at Their Next Decision Point by Retention Zone.

Sailors were also asked about their short-term career intentions over the next five years. This information is important in the context of the number of Sailors who will be making career decisions in the next few years, and allows the Navy to collect information on Sailor career intentions over a relatively short period of time. Only 9 percent of officers and 11 percent of enlisted Sailors reported that they intended to leave the Navy over the next 12 months (see Figure 31). This finding indicates that the Navy should experience relatively few retention losses over the next 12 months, however, an additional 14 percent of officers and 19 percent of enlisted reported that they planned to leave active duty service within the next 1 to 2 years. Sixty-one percent of officers and 49 percent of enlisted reported that they planned to stay 3 or more years on active duty. And finally, only 16 percent of officers and 21 percent of enlisted Sailors reported that they were undecided about their career intentions over the next 5 years.

| Officer | 9 | 14 | 20 | 41 | 16 |
| Enlisted | 11 | 19 | 22 | 27 | 21 |

■ Leave within 12 months
▨ 1-2 more years
□ 3-4 more years
□ 5 or more years
▨ Undecided
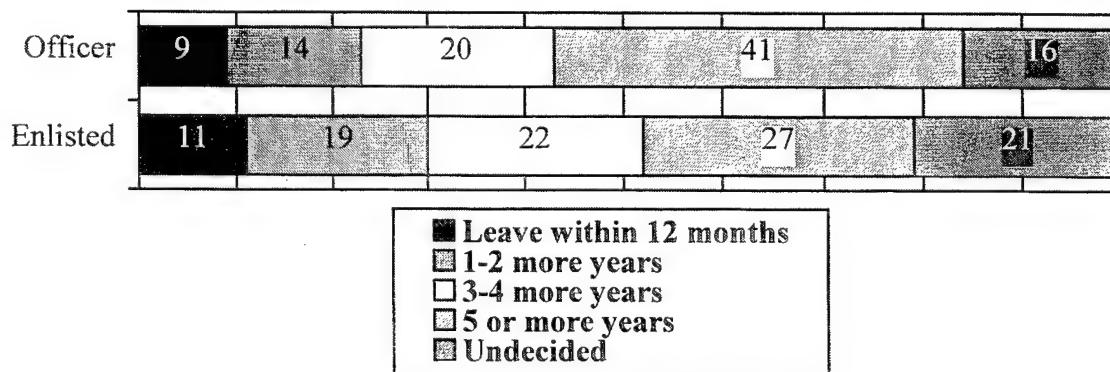
Figure 31. Sailor Intentions to Continue with the Navy Over the Next 5 Years by Group.

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Long-term career plans

In addition to assessing what decision Sailors intend to make at their next formal career decision point, it is important to know how many plan to stay with the Navy for the long-term. This information is important for two major reasons. First, it provides a leading indicator of how many people intend to stay with the organization until retirement. This is important for senior leadership as they plan for growth and development of the workforce—essentially the maturing of skills and abilities among workers (or Sailors in the case of the Navy). In addition, these numbers can be helpful to Navy planners who may use them along with statistics on the workforce to project the investment needs of the Navy in planning for retirement pensions, facilities, and replacement costs for replacing employees at the end of their career. Second, this information is important to leadership as a means of gauging how well the Navy is doing in taking care of its people in terms of their work life. The number of Sailors or percentage of the current population that intend to stay for a full career can be seen as fluctuating with Sailors satisfaction with the Navy and their organizational commitment.

Since 1990, the NPS has asked Sailors about their long-term career intentions (i.e., whether or not they plan to stay for 20 or more years). Figure 32 shows the results of this question over the past 10 cycles of the NPS including the data from the 2000 survey. Data were not included for 1999, because the NPS was not given during this calendar year. First, the results from the 2000 NPS indicate that while the majority of officers (61%) plan to stay in the Navy for a full career only 40 percent of enlisted Sailors report the same. Second, the overall percentage of Sailors who intend to stay in the Navy for a full career is up from the 1998 survey, however, it appears to have returned to the average percentages seen in the early to mid 1990s. It is too early to tell if there is a trend in the percentage of Sailors who intend to stay with the Navy for a long-term career since it takes at least three data points to establish a trend. Future surveys should be helpful in addressing the issue of whether there is an increasing trend in long-term career intentions. What is evident at this point in the results is that a significantly higher percentage of officers than enlisted Sailors who are committed to making the Navy a long-term career choice, and that this has been a consistent trend across the entire length of the survey program.
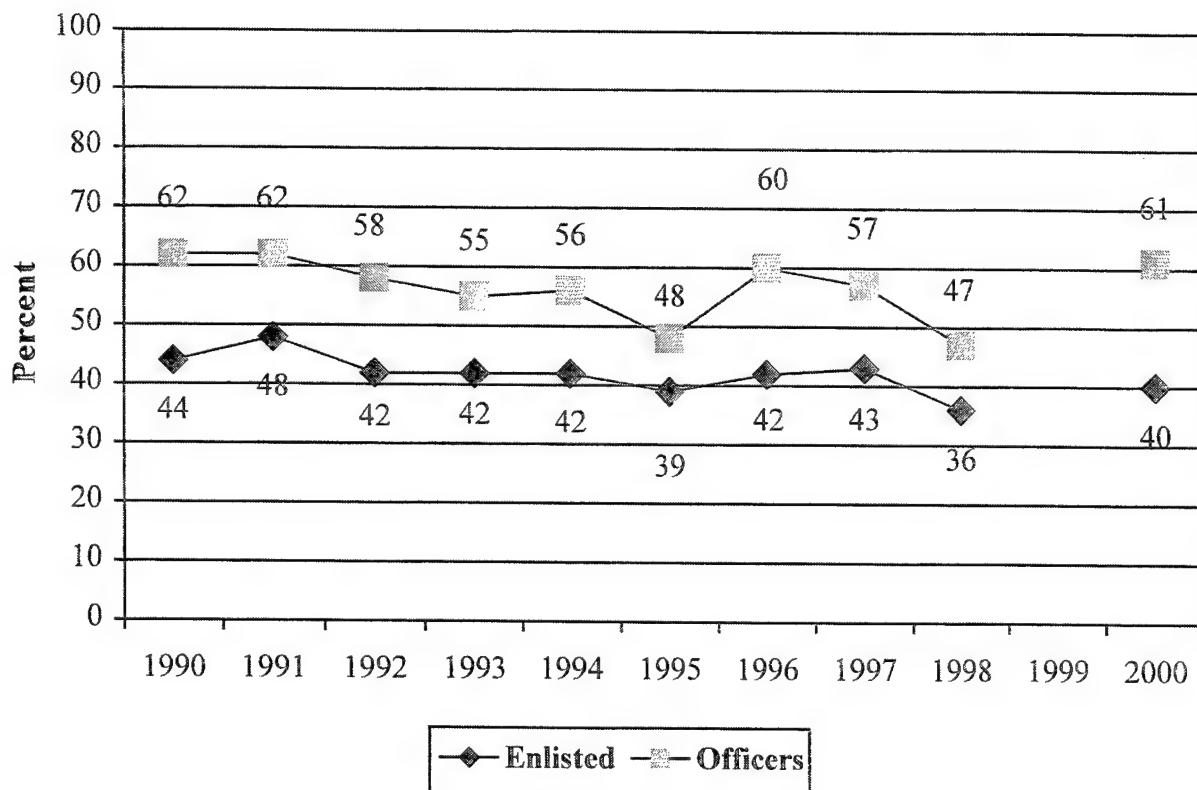
Figure 32. Percentage of Those Who Reported that They Agree or Strongly Agree that They Plan to Stay in the Navy for a Full Career (20 or More Years) by Group.[5]

Figure 33 provides an additional look at this data sorted by retention zones. Looking at the data from this perspective it is very evident that the relationship found with short-term career intentions also holds for long-term career intentions. The longer a Sailor remains in the Navy, the larger the percentage of those who intend to stay on active duty until they have served a full career (e.g., 20 or more years). This is evidenced by the fact that intentions to stay for a full career are only about 10 percent for Sailors (14% officers and 9% enlisted) in Zone A (i.e., 1–6 years of service), but this rises to 96 percent (97% officers and 95% enlisted) by the time Sailors reach Zone D (i.e., 15–19 years of service). This finding is intuitively obvious from the perspective that those who achieve both successful performance and acculturation into the Navy are those who are more likely to want to stay on active duty for a full career. In addition, Sailors are likely to see the retirement system as being more of an incentive the longer they stay on active duty, as they get closer to qualifying for full military retirement. There is a built-in disincentive for those who leave early because they do not earn any military pension if they do not complete a full 20 years or more of service.

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[5] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.
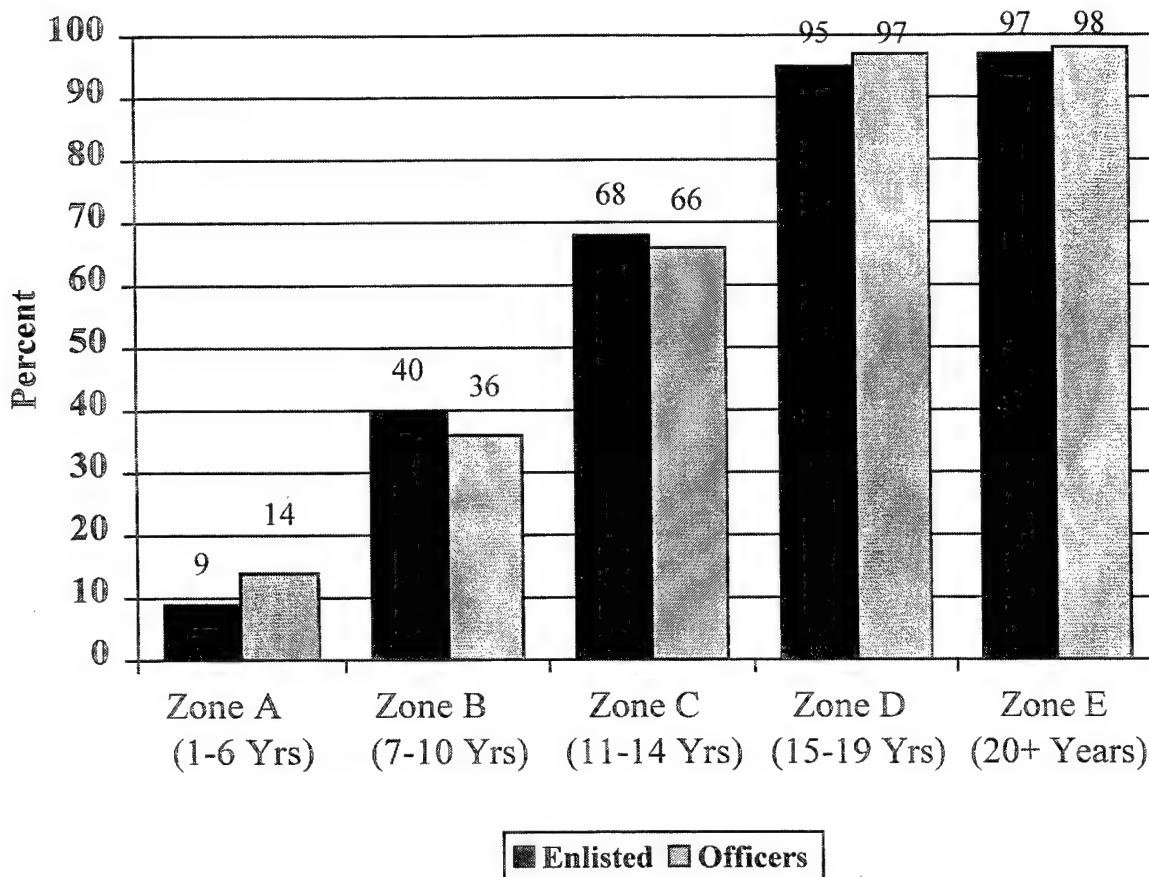
Figure 33. Percentage of Those Who Reported that They Agree or Strongly Agree that They Plan to Stay in the Navy for a Full Career (20 or More Years) by Retention Zone.

Conclusions

Large omnibus (i.e., general issue) surveys such as the Navy-wide Personnel Survey (NPS) offer leadership a unique opportunity to reach out to solicit the attitudes and opinions of large numbers of Sailors from across the Navy. In doing so, leadership is able to ask Sailors for feedback on programs and policies, as well as general areas of their life and work. These surveys, in effect, give leadership the opportunity to interview vast numbers of Sailors in a structured format to determine what is working and not working well for them in the Navy. The NPS is the longest standing survey tool used by leadership to solicit Sailor opinions on work life, career development, career intentions, and retention issues. The following is a summary of the main conclusions from the 2000 NPS:

Major Positive Findings

● The majority of Sailors are satisfied with their current Navy jobs. While job satisfaction appears to have declined since previous NPS surveys, it remains relatively high for all

Sailors but junior enlisted. The survey highlighted a number of major factors reported by Sailors to have had a positive impact on job satisfaction including things such as job security, educational support available, co-worker relationships, physical conditions of the worksite, and the freedom and responsibility they have to do their jobs.

- Sailors reported that the changes to pay and benefits introduced during fiscal year 2000 were a major reason to stay on active duty.

- Larger numbers of Sailors reported that they intend to stay on active duty for a full career (20 or more years) if allowed. This is a strong indicator of satisfaction with Navy life and is consistent with the high levels of organizational commitment and moderate levels of morale reported by Sailors in the survey. Importantly, this finding occurred at the same time that job satisfaction, which has been identified as one of the most important factors in determining whether a Sailor would stay or leave the Navy, has dropped a few points since the last survey.

- The majority of Sailors reported that they are satisfied with their local leadership. Consistent with historical trends, officers were significantly more satisfied with leadership than enlisted Sailors. In addition, the majority of officers were satisfied with their local leadership or chain of command, while the majority of enlisted were satisfied with their immediate supervisors but not their command leadership. These results indicate that there is room to improve satisfaction with leadership. One of the areas of concern with leadership highlighted by respondents was lack of adequate communication up and down the chain of command.

- Sailors report that the mechanics of the current performance evaluation system appear to be working as designed. The majority said that their fitness reports (FITREPs) or performance evaluations (EVALs) are conducted in an accurate and timely manner, allowing for their input.

- Sailors report relatively high access to and satisfaction with Navy education and training programs. This is important from the perspective of developing the workforce by expanding the number and depth of their skills.

- In keeping with the trend of introducing computers into more and more aspects of everyday life, access to the Internet continues to rise for Sailors. Officers report consistently higher access than enlisted Sailors; however, at present well over 80 percent of Sailors report that they have access to the Internet and that this access is adequate for them to do their Navy jobs.

Major Negative Findings

- Sailors report that they currently do not receive enough guidance and counseling for their career or professional development. While Sailors did report that they met regularly with their immediate supervisor to meet the FITREP/EVAL requirements, they did not get enough information or the right kind of information to be helpful in their career advancement.

- There is a great deal of dissatisfaction with the current detailing system among Sailors, especially for junior enlisted and petty officers. Problems with the current detailing

system appear to be a perception that Sailors are not always given adequate choice for assignments, difficulties with reaching detailers, and customer service issues.[6]

- While Sailors reported that the mechanics of the current Navy advancement/promotion system appear to be working, very few were satisfied with the results of the system. For instance, less than half of Sailors who responded to the survey were satisfied with the current Navy advancement/promotion system or felt that the most qualified and deserving Sailors were promoted or advanced.

- Lack of spare parts, supplies, and equipment was cited by many Sailors who responded to the survey as a factor in low morale and poor job satisfaction. When Sailors do not have the parts, supplies, or equipment necessary to do their jobs, they must rely on finding the necessary replacement, creating a stopgap solution, or just doing without. This appears to cause problems with both morale and job satisfaction which in turn may lead to greater numbers of Sailors deciding that they do not wish to continue with the Navy.

- Sailors responding to the survey indicated that they often experience problems with the flow of communication up and down the chain of command. The survey results indicate that communication problems within the command contribute to lower morale, job satisfaction, and satisfaction with leadership.

- Despite the significant improvements in the number of advancement/promotion opportunities available, Sailors continue to feel that they have limited opportunity for growth in their Navy careers. The lack of advancement/promotion opportunities was cited by Sailors as a factor in their morale, job satisfaction, and decision on whether or not they should reenlist or continue active duty service at their next formal career decision point.

- As with previous surveys, Sailors were not satisfied with their current pay and other compensation. There continues to be a general perception that Sailors are not paid enough and that they earn pay and benefits that are below what their equivalents earn in the civilian workforce.

- Sailors reported a number of customer service problems with the TRICARE healthcare program. These included difficulties having claims settled, reaching customer service, and receiving adequate specialty healthcare.

- Sailors reported fairly significant amounts of out-of-pocket expenses for housing, childcare, and relocation. This finding may be associated with Sailors' general perception that they are not adequately compensated for the work they do. Sailors reported that the allowances they do receive to cover these expenses cover only part of the overall cost and that they at times incur significant costs which must come out of their savings or other sources of income.

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[6] Subsequent to the results of this survey being presented to leadership at the Navy Personnel Command, many of the issues raised by the survey regarding detailing have been addressed by follow-up studies and customer service initiatives.

Recommendations

The 2000 NPS was helpful in providing information on a wide variety of personnel issues highlighting both positive and negative aspects of Navy work life. Based on the feedback provided by Sailors, it is suggested that leadership focus on addressing each of the following:

- Provide feedback to Sailors on what was found in the survey, as well as what leadership intends to do with this with information. Getting back to Sailors is a vital step in the survey process, which communicates a number of important messages including the importance of completing surveys, the usefulness of the data, and the respect for the Sailor's time/effort that went into completing the survey. It is essential to get back to participants if the Navy expects Sailors to participate in future surveys.

- Provide more information (and potentially training) to leadership regarding career and professional development in the Navy. Sailors overwhelmingly reported that they are not receiving enough information on how they can develop their skills and advance their career in the Navy. A key to improving this current state will be to improve both the quality/quantity of the information as well as the delivery of the information to Sailors. The real test in the long run will be in numbers of Sailors who advance/promote, remain with the Navy, or report satisfaction with the system in the future.

- Conduct further study of the present detailing system to determine why there is so much dissatisfaction among Sailors with the current system. The combination of surveys and focus groups, which target the positive and negative aspects of the detailing experience, may be helpful in identifying where problems are currently. This information could then be used to redesign the detailing system to improve the user satisfaction with the system, and potentially increase the number of Sailors who are satisfied with Navy work life.

- Despite the recent work of the Center for Career Development that has shown that the majority of Sailors receive compensation packages that are equivalent or better than their civilian counterparts, Sailors continue to report that they are underpaid. The Navy may want to development a marketing strategy for this information that can provide the average Sailor with information on the comparison of their compensation package to others so that they can see the real financial benefit of active duty service.

- Even though in many cases the financial and other benefits of active duty service do work out to be equivalent to Sailors civilian counterparts, it may still be worthwhile to consider further extensions of pay, benefits, and incentives. These increases in compensation could be used to selectively retain Sailors as well as increase the overall attractiveness of Naval service. This is important to the Navy, as it has continued to be more difficult for the Navy to find, recruit, train, and retain all of the Sailors necessary to ensure smooth operation of the Navy without personnel shortfalls.

- While things such as spare parts, supplies, and equipment are not under the control of the Navy's personnel enterprise, finding ways to improve their supply is vital to Sailors morale and job satisfaction. Senior leadership should work with resource sponsors and suppliers to ensure that Sailors are given the resources they need to do their jobs. In this way leadership may not only improve morale and job satisfaction, but also increase retention rates of qualified Sailors who may leave active duty service otherwise.

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Appendix A:

Survey and Notification Materials

PRE-NOTIFICATION POSTCARD

Dear Sailor,

You will be receiving the 2000 Navy-wide Personnel Survey (NPS) very soon. You were randomly selected by computer to participate in this survey.

The 2000 NPS is designed to help Navy leadership assess major policies, programs and current issues effecting your career and satisfaction with the Navy.

The success of this survey depends on you. *Your responses will help us make positive changes today and shape the Navy of the future.* Please complete the survey and return it as soon as possible.

Murrey Olmsted

Principal Investigator
Navy-wide Personnel Survey

REMINDER POSTCARD

Dear Sailor,

Recently you were sent a copy of the 2000 Navy-wide Personnel Survey (NPS) or asked to complete the survey online. You were randomly selected by computer to participate in this survey.

The 2000 NPS is designed to help Navy leadership assess major policies, programs and current issues effecting your career and satisfaction with the Navy. The success of this survey depends on you. *Your responses will help us make positive changes today and shape the Navy of the future.*

Please complete the survey and return it to us as soon as possible. If you have already completed the survey online or have sent it back to us—**THANK YOU FOR YOUR PARTICIPATION**.

Murrey Olmsted

Principal Investigator
Navy-wide Personnel Survey

DEPARTMENT OF THE NAVY
NAVY PERSONNEL COMMAND
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-0000

5300

Dear Shipmate,

Every day we are faced with making decisions that effect the course and quality of Sailor's careers. To make sure that we are able to make the right choices, we must rely on quality sources of information from the Fleet. *One of these trusted sources of information is the Navy-wide Personnel Survey (NPS).* We use the results of the NPS to better understand your needs and opinions and respond by advocating change in Navy policies and programs to improve the quality of your service.

You have been randomly selected by computer to participate in the 2000 NPS. Your participation in this survey is entirely voluntary. Failure to respond to the survey will not result in any penalties except a lack of representation of your views.

If you choose to participate, I want to assure you that your responses will remain anonymous and confidential. Your personal responses will *not* be singled out individually, and your name (or other identifying information) will *not* appear in any report or data file available to Navy or any outside research group. In addition, the information you provide on this survey will *not* become part of your permanent record and will *not* effect your career in any way.

The success of this survey depends on you. Please complete the survey and return it in the enclosed postage-paid envelope as soon as possible. This survey should take approximately 30 to 45 minutes of your time to complete. Please answer all of the questions honestly and to the best of your ability.

The NPS is being conducted by the Institute for Organizational Assessment (PERS-14), at the Navy Personnel Research, Studies, and Technology Department (NPRST) of the Navy Personnel Command. If you have any questions about this survey, my point of contact is Murrey Olmsted. He can be reached at (901) 874-2130 (Commercial), 882-2130 (DSN), or murrey.olmsted@persnet.navy.mil (E-Mail).

Thank you for taking time to provide **valuable** feedback and improve our Navy.

Sincerely,

J. B. HINKLE
Rear Admiral, U.S. Navy

Navy Life . . . Getting Better Every Day!

Navy-wide Personnel Survey 2000

A-3

NPRST

Dear Survey Participant,

The Navy-wide Personnel Survey (NPS) is designed to help Navy leadership assess major policies, programs and current issues affecting your satisfaction with the Navy. The results will be used by senior leaders to advocate changes in Navy policy, resource allocation and Quality of Life programs.

The success of this survey depends on you. Please complete the survey and return it in the enclosed postage-paid envelope as quickly as possible. This survey should take approximately 30 to 40 minutes of your time to complete. The results of this survey will provide valuable information to Navy policy makers. Please answer all of the questions honestly and to the best of your ability.

We are asking you to include your Social Security Number (SSN). Inclusion of your SSN will allow us to complete the follow-up research on the relationship between the attitudes/opinions expressed on this survey and your resulting decision to stay or leave the Navy in the future. While SSNs will allow us to select study participants for follow-up research, your data will only be presented in the context of all Sailors who responded to the survey. Your personal responses will <u>NOT</u> be singled out individually, and your name (or SSN) will NOT appear in any report or data file available to the Navy or any outside research group. **The information you provide on this survey will <u>NOT</u> become part of your permanent record and will <u>NOT</u> effect your career in any way.**

The NPS is being conducted by the Institute for Organizational Assessment (PERS-14), at the Navy Personnel Research, Studies, and Technology Department (NPRST) of the Navy Personnel Command. If you have any questions regarding this survey, please contact:

<div align="center">

Murrey Olmsted
(901) 874-2130
E-mail: murrey.olmsted@persnet.navy.mil

Navy Personnel Research, Studies, and Technology Department
Institute for Organizational Assessment (PERS-14)
5720 Integrity Drive
Millington, TN 38055-1400

</div>

PRIVACY ACT STATEMENT

Public Law 93-579, (called the Privacy Act of 1974) requires that you be informed of the purposes of this survey and of the uses to be made of the information collected. The Navy Personnel Research, Studies, and Technology Department may collect information requested in this survey under the authority of Title 5, U.S. Code 301, and Title 10, U.S. Code 3051 and 3052, and Executive Order 9397. License to administer this survey is granted under OPNAV Report Control Symbol 1000-29, which expires on 30 June 2001.

PURPOSE: The purpose of this survey is to collect data to evaluate the impact of existing and proposed Navy personnel policies, procedures, and programs on Sailors.

ROUTINE USES: The information provided in this survey will be analyzed by the Institute for Organizational Assessment at the Navy Personnel Research, Studies, and Technology Department (NPRST) of the Navy Personnel Command. The data will be analyzed and maintained by NPRST, where they will be used to determine changing trends in the Navy.

CONFIDENTIALITY: All responses will be held in confidence by Navy Personnel Research, Studies, and Technology Department. Information you provide will be considered only when statistically combined with the responses of others, and will <u>NOT</u> be identified with any single individual. The information provided will <u>NOT</u> become part of the military record of any service member and will <u>NOT</u> effect your career in any way.

PARTICIPATION: Completion of this questionnaire is entirely voluntary. Failure to respond to any of the questions will <u>NOT</u> result in any penalties except for lack of representation of your views in the final results.

- Use a No. 2 pencil only.
- Do not use ink, ballpoint, or felt tip pens.
- Make solid marks that fill the response completely.
- Erase cleanly any marks you wish to change.
- Make no stray marks on this form.

CORRECT: ●

INCORRECT: ⊘ ⊠ ◔ ◖

PERSONAL

What is your Social Security Number? It will help us with follow-on research. Your confidentiality will be maintained.

Social Security Number

(grid of bubbles 0–9 for each digit)

1. What is your gender?

- ○ Male
- ○ Female

> The answers for Questions 2 and 3 are based on the standard DoD race and ethnicity categories. If you are of mixed heritage, please select the response with which you MOST closely identify.

2. What is your racial background?

- ○ White
- ○ Black or African-American
- ○ Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, etc.)
- ○ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro, etc.)
- ○ American Indian or Alaska Native
- ○ Other

3. Are you Spanish/Hispanic/Latino?

- ○ No
- ○ Yes, Mexican, Mexican-American, Chicano
- ○ Yes, Puerto Rican
- ○ Yes, Cuban
- ○ Yes, other Spanish, Hispanic, or Latino

4. What is your religious preference?

- ○ No religious preference
- ○ Catholic
- ○ Orthodox Christian (Greek, Russian, etc.)
- ○ Protestant Christian (Baptist, Presbyterian, Lutheran, non-denominational, etc.)
- ○ Mormon (Latter-day Saints)
- ○ Jewish
- ○ Muslim
- ○ Hindu
- ○ Buddhist
- ○ Other religion not listed

5. Where do you live at your permanent duty station?

- ○ Aboard ship
- ○ Barracks/dorm (including BEQ or BOQ)
- ○ Geographic bachelor's barracks
- ○ Military family housing (on base)
- ○ Military family housing (off base)
- ○ Own my home (or pay mortgage), off base
- ○ Rent housing, off base
- ○ Other

6. What is your current marital status?

- ○ Single, never married
- ○ Married for the first time
- ○ Remarried (was divorced or widowed)
- ○ Legally separated (or filing for divorce)
- ○ Divorced
- ○ Widowed

> If you are SINGLE, NEVER MARRIED, AND HAVE NO CHILDREN, fill in this circle ○ and skip to Question 17. Otherwise, continue to Question 7.

7. What was your marital status when you entered the Navy?

- ○ Single, never married
- ○ Married for the first time
- ○ Remarried (was divorced or widowed)
- ○ Legally separated (or filing for divorce)
- ○ Divorced
- ○ Widowed

A-5

8. What is your spouse's employment situation?
(*Mark ALL that apply.*)

○ Does not apply, I am not currently married

○ Active-duty, Navy
○ Active-duty, other service
○ Reserve, Navy
○ Reserve, other service
○ Civil Service (local, state or federal)
○ Civilian job (private sector)
○ Self-employed
○ Retired
○ Not employed, by choice (e.g., student, Homemaker, retired, etc.)
○ Not employed, but actively job hunting
○ Not employed for other reasons

9. Is your spouse employed full-time or part-time?

○ Does not apply, I am not currently married

○ Spouse not employed
○ Full-time
○ Part-time

10. Did you get married during the past 12 months?

○ Yes
○ No

11. Did you get divorced during the past 12 months?

○ Yes
○ No

12. Do you have any dependents living with you now? (*Mark ALL that apply.*)

○ No, I do not have any dependents
○ Spouse (non-military)
○ Child(ren) living with me
○ Child(ren) living part-time with me (i.e., joint custody with ex-spouse)
○ Legal ward(s) living with me
○ Parent(s) or other relative(s)

If you have NO children, or NO children under 21 years of age living in your household, fill in this circle ○ and skip to Question 17.

13. How many of your children under the age of 21 currently live in your household? (*Include children for whom you have joint custody.*)

NUMBER OF CHILDREN IN AGE GROUP

	0	1	2	3	4	5
Under 1 year	⓪	①	②	③	④	⑤
1 to 4 years 11 months	⓪	①	②	③	④	⑤
5 to 11 years 11 months	⓪	①	②	③	④	⑤
12 to 14 years 11 months	⓪	①	②	③	④	⑤
15 to 18 years 11 months	⓪	①	②	③	④	⑤
19 to 20 years 11 months	⓪	①	②	③	④	⑤

14. How many children do you have in childcare at the present time?

○ Does not apply, no children in childcare
(*Skip to Question 17*)

○ One
○ Two
○ Three
○ Four
○ Five or more

15. What types of childcare providers do you regularly use? (*Mark ALL that apply.*)

○ Private licensed facility
○ Civilian operated family home care
○ At-home employee (nanny, au pair, babysitter, etc.)
○ Relative or older sibling
○ Friend
○ Your spouse
○ Military child development center
○ Base-operated family home care program
○ Other

16. What is the total amount you spend each month on childcare?

○ Less then $200
○ $200-$399
○ $400-$599
○ $600-$799
○ $800-$999
○ $1000 or more

EDUCATION and TRAINING

17. What is the highest level of education you have completed?

- ○ Less than high school completion/no diploma
- ○ Alternate degree/GED/homestudy/ adult-school certification
- ○ High School diploma/graduate
- ○ Some college, no degree
- ○ Associate's degree or other 2 year degree
- ○ Bachelor's degree (B.A. or B.S.)
- ○ Master's degree (M.A., M.S., M.B.A., etc.)
- ○ Doctoral or professional degree (J.D., Ph.D., D.Ph., M.D., etc.)

18. What type of training/education are your currently interested in pursuing? *(Mark ALL that apply)*

- ○ Not interested in pursuing any training/education
- ○ Basic skills (reading, writing, math, etc.)
- ○ Military training
- ○ Computer/technology training
- ○ College classes (general)
- ○ College (leading to a degree)
- ○ Graduate/professional education

19. What is the highest level of education you would realistically like to achieve before you leave the Navy?

- ○ Not interested in pursuing additional formal education
- ○ Technical certificate
- ○ Associate's degree
- ○ Bachelor's degree (B.A. or B.S.)
- ○ Master's degree (M.A., M.S., M.B.A., etc.)
- ○ Doctoral or professional degree (J.D., Ph.D., D.Ph., M.D., etc.)

20. Are you currently working on a college or graduate degree?

- ○ Yes
- ○ No

21. How much do you AGREE or DISAGREE with the following statements regarding college/graduate education?

Response scale: STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. I have access to college education at my command — ○○○○○
b. I have access to graduate education at my command — ○○○○○
c. I have time in my current assignment to work towards a college degree — ○○○○○
d. My supervisor supports my efforts to work towards a college degree — ○○○○○
e. My command supports my efforts to work towards a college degree — ○○○○○
f. My access to college/graduate education in the Navy has increased my commitment to make the Navy a career — ○○○○○

22. How much do you AGREE or DISAGREE with the following statements regarding Navy training/education?

Response scale: STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. I have access to adequate military technical training — ○○○○○
b. I have access to adequate general military training/education — ○○○○○
c. I have access to training opportunities to upgrade my military skills and qualifications — ○○○○○
d. I am satisfied with the level of operational training I have received at my command — ○○○○○
e. I am satisfied with the amount of time I am given to upgrade my skills — ○○○○○
f. Navy training/education has prepared me well for my current job — ○○○○○
g. Navy training/education has well prepared the members of my workgroup/squadron to do their current jobs — ○○○○○

CURRENT ASSIGNMENT

23. What is your current billet?

- ○ Sea duty
- ○ Shore duty
- ○ Other duty (neutral duty, Duty Under Instruction, etc)

24. How long have you been at your present duty station?

- ○ Less than 6 months
- ○ 6 months to less than 12 months
- ○ 12 months to less than 18 months
- ○ 18 months to less than 24 months
- ○ 24 months or more

25. To what type of ship/activity are you currently assigned? *(Mark ALL that apply.)*

- ○ Shore or Staff Command
- ○ Afloat staff
- ○ Training Command
- ○ Aviation Squadron/Detachment (sea deployed)
- ○ Aviation Squadron/Detachment (shore deployed)
- ○ Aircraft Carrier
- ○ Cruiser
- ○ Destroyer types (includes frigates)
- ○ Minecraft
- ○ Submarine
- ○ Tender/Repair ship
- ○ Reserve Unit
- ○ Service Force ship (USNS, auxiliaries)
- ○ Amphibious ship (LSD, LST, LHD, LHA, etc.)
- ○ Amphibious craft (LCAC, etc.)
- ○ Special Warfare Unit
- ○ Shore based deployable unit (Seabees, EOD, etc.)
- ○ Other

26. In which FLEET are you now homeported?

- ○ Does not apply
- ○ 2nd Fleet, Atlantic
- ○ 3rd Fleet, Eastern Pacific
- ○ 5th Fleet, Persian Gulf
- ○ 6th Fleet, Mediterranean
- ○ 7th Fleet, Far East and Western Pacific
- ○ I don't know

27. Are you presently on deployment (i.e., scheduled time away from homeport for 30 days or more)?

- ○ Yes
- ○ No

28. What is the geographical location of your current assignment? *(If deployed, where is your command homeported?)*

- ○ Alaska or Hawaii
- ○ CONUS (East Coast)
- ○ CONUS (West Coast)
- ○ Europe (including Mediterranean)
- ○ Far East
- ○ Caribbean
- ○ Middle East (including the African continent)
- ○ South or Central America
- ○ Other

29. Are you accompanied by any members of your household at your present assignment?

- ○ Does not apply/no family members

- ○ Accompanied by all dependents
- ○ Accompanied by some dependents
- ○ Temporarily unaccompanied
- ○ Permanently unaccompanied

> **Answer Question 30 only if you indicated that you were permanently unaccompanied (on question 29); otherwise, skip to Question 31.**

30. Select the top five (5) reasons which BEST describe why you are unaccompanied by family members in your household. *(Select only FIVE responses.)*

- ○ Required by billet
- ○ By choice (self or spouse)
- ○ Spouse employment
- ○ Spouse education
- ○ Availability of military family housing
- ○ Availability of civilian housing
- ○ Cost of civilian housing
- ○ Own a home at old location
- ○ Children's schools
- ○ Ties to the community
- ○ Family members prefer to remain in other location
- ○ Availability of healthcare or educational services for special needs
- ○ Availability of activities/facilities for family members (i.e., child care)
- ○ Costs associated with moving
- ○ Your work schedule
- ○ Inadequate time to make moving arrangements
- ○ Length of new duty assignment
- ○ Spouse collocation was not available
- ○ Personal reasons
- ○ Other

31. What is your paygrade?

○ E-1	○ W-2	○ O-1
○ E-2	○ W-3	○ O-2
○ E-3	○ W-4	○ O-3
○ E-4		○ O-4
○ E-5	○ O-1E	○ O-5
○ E-6	○ O-2E	○ O-6
○ E-7	○ O-3E	○ O-7 or above
○ E-8		
○ E-9		

32. How long have you been in your current paygrade?

Years	Months
⓪ ⓪	⓪ ⓪
① ①	① ①
② ②	②
③ ③	③
④	④
⑤	⑤
⑥	⑥
⑦	⑦
⑧	⑧
⑨	⑨

33. What is your commissioned designator? *(Begin numbering in the left column.)*

○ Does not apply/I am enlisted

Designator			
⓪	⓪	⓪	⓪
①	①	①	①
②	②	②	②
③	③	③	③
④	④	④	④
⑤	⑤	⑤	⑤
⑥	⑥	⑥	⑥
⑦	⑦	⑦	⑦
⑧	⑧	⑧	⑧
⑨	⑨	⑨	⑨

34. If you are a Chief Petty Officer, Petty Officer, or an officially DESIGNATED STRIKER (qualified to wear the striker rating badge), what is your general rating (i.e., AW, ET, CTI, etc.)? *(Only use your rate not paygrade, such as AW not AWC. Begin lettering in the left column.)*

○ Does not apply/I am an Officer
○ Not rated/ I am an AN/SN/FN *(not a Designated Striker)*

Rating		
Ⓐ	Ⓐ	Ⓐ
Ⓑ	Ⓑ	Ⓑ
Ⓒ	Ⓒ	Ⓒ
Ⓓ	Ⓓ	Ⓓ
Ⓔ	Ⓔ	Ⓔ
Ⓕ	Ⓕ	Ⓕ
Ⓖ	Ⓖ	Ⓖ
Ⓗ	Ⓗ	Ⓗ
Ⓘ	Ⓘ	Ⓘ
Ⓙ	Ⓙ	Ⓙ
Ⓚ	Ⓚ	Ⓚ
Ⓛ	Ⓛ	Ⓛ
Ⓜ	Ⓜ	Ⓜ
Ⓝ	Ⓝ	Ⓝ
Ⓞ	Ⓞ	Ⓞ
Ⓟ	Ⓟ	Ⓟ
Ⓠ	Ⓠ	Ⓠ
Ⓡ	Ⓡ	Ⓡ
Ⓢ	Ⓢ	Ⓢ
Ⓣ	Ⓣ	Ⓣ
Ⓤ	Ⓤ	Ⓤ
Ⓥ	Ⓥ	Ⓥ
Ⓦ	Ⓦ	Ⓦ
Ⓧ	Ⓧ	Ⓧ
Ⓨ	Ⓨ	Ⓨ
Ⓩ	Ⓩ	Ⓩ

35. How long have you been on active duty in the Navy? *(Count the total amount of time you have been on active duty; Fill in all columns; i.e., 1 year = 01 and 9 months = 09.)*

Years	Months
⓪ ⓪	⓪ ⓪
① ①	① ①
② ②	②
③ ③	③
④	④
⑤	⑤
⑥	⑥
⑦	⑦
⑧	⑧
⑨	⑨

A-9

36. What were the FIVE (5) most important reasons why you joined the Navy? *(Mark only FIVE responses.)*

- ○ Get away from family or personal situation
- ○ Get away from hometown
- ○ Time to figure out what I wanted to do
- ○ Wanted a break from school
- ○ Wanted to test myself in a demanding situation
- ○ Challenging or interesting work
- ○ Travel and new experiences
- ○ Always wanted to be in the Navy
- ○ Navy tradition in my family
- ○ Parents' encouragement
- ○ My friend(s) joined the Navy
- ○ Desire to serve my country
- ○ Positive image portrayed by military personnel
- ○ Few or no civilian jobs available
- ○ Pay and benefits
- ○ Dependent (family) benefits
- ○ Retirement pay and benefits
- ○ Security and stability of a Navy job
- ○ Opportunity to work in a specific occupation of interest
- ○ Training in skills useful for civilian employment
- ○ Education benefits (support for college/graduate education)
- ○ Personal growth
- ○ Other

37. Are you in your first enlistment or initial obligation?

- ○ Yes
- ○ No

38. What were your career plans when you joined the Navy?

- ○ To complete training in a trade or skill, then leave the Navy
- ○ To complete my initial obligation, then leave the Navy
- ○ To make the Navy a career (20 or more years)
- ○ I was not sure of my plans when I joined

39. What are your short-term career plans regarding the Navy?

- ○ Separate or retire within the next 12 months
- ○ 1 more year of service
- ○ 2 more years of service
- ○ 3 more years of service
- ○ 4 more years of service
- ○ 5 more years of service
- ○ More than 5 years of service
- ○ Undecided

40. Will you be making a formal decision about continuing your Navy career within the next 12 months?

- ○ Yes
- ○ No

41. What are the top FIVE (5) factors that will have an influence on your decision to continue with the Navy? *(Mark only FIVE responses.)*

- ○ Enjoyment of my Navy job
- ○ Spouse or significant other's opinions
- ○ My family's opinions
- ○ Special family needs
- ○ General public attitudes toward military service
- ○ Civilian job opportunities
- ○ Want to pursue college or graduate education
- ○ Selective Reenlistment Bonus
- ○ Continuation Bonus
- ○ Military pay (basic pay, allowances, etc.)
- ○ Special pays (flight, submarine, medical, sea, etc.)
- ○ Qualify for a Navy training school
- ○ To accept a promotion in rank
- ○ Location of next duty station
- ○ Type of next duty assignment
- ○ Military healthcare (personal)
- ○ Military healthcare (family)
- ○ Military recreation and activity facilities (MWR)
- ○ Military family support service (Family Service Center, child care, etc.)
- ○ Retirement benefits
- ○ Co-workers/shipmates
- ○ Manpower needs of the Navy (the Navy needs my skills/abilities)
- ○ Other

42. How SIGNIFICANT or INSIGNIFICANT is the influence of the following people on your decision to continue your career with the Navy?
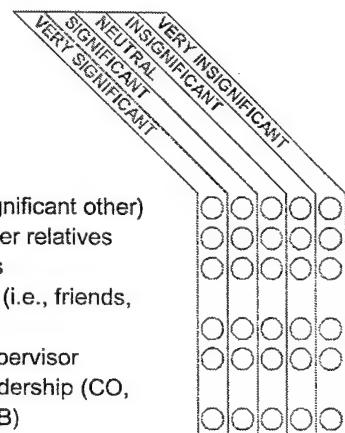
a. Your spouse (or significant other)
b. Your parents or other relatives
c. Your civilian friends
d. Your military peers (i.e., friends, co-workers, etc.)
e. Your immediate supervisor
f. Your command leadership (CO, XO, OIC, CMC/COB)

A-10

43. At the present time sea pay is set to a maximum of $500 per month. Would you be willing to continue or extend your Navy career if sea pay were raised to a maximum of $750 per month?

- ◯ Yes
- ◯ No
- ◯ Undecided at this time

44. Would you be willing to continue or extend your Navy career if you did not have to pay taxes on your Selection Reenlistment Bonuses (SRBs)?

- ◯ Does not apply, I do not qualify for SRBs

- ◯ Yes
- ◯ No
- ◯ Undecided at this time

Only answer Question 45 if you are an Enlisted Sailor (E-1 to E-4); otherwise, skip to Question 46.

45. Currently, the Basic Allowance for Housing (BAH) only covers officers and enlisted Sailors E-5 and above. Would you be willing to continue or extend your Navy career if the BAH was also provided for E-4 Sailors?

- ◯ Does not apply, I do not qualify for BAH

- ◯ Yes
- ◯ No
- ◯ Undecided at this time

Only answer Question 46 if you are an Officer (O-1 to O-4); otherwise, skip to Question 47.

46. Would you be willing to continue or extend your Navy career if you could be frocked (given the rights and privileges of your selected rank) immediately upon selection?

- ◯ Does not apply

- ◯ Yes
- ◯ No
- ◯ Undecided at this time

47. Answer the following questions about your current career plans.

(Response columns: YES, NO, NOT SURE)

a. I plan to serve out my current term of service or obligation ◯ ◯ ◯
b. I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy ◯ ◯ ◯
c. I plan to stay in the Navy for a full career (20 or more years) if possible ◯ ◯ ◯

48. The FY 2000 National Defense Authorization Act made a number of changes to the pay, benefits, and retirement systems available to Sailors. How much do you AGREE or DISAGREE that changes in the following areas have increased your likelihood to remain on active-duty in the Navy?

(Response columns: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE)

a. Repeal of the REDUX (40%) retirement system ◯ ◯ ◯ ◯ ◯
b. Increased basic pay ◯ ◯ ◯ ◯ ◯
c. Basic pay table reform (e.g., July 1, 2000 raise in pay) ◯ ◯ ◯ ◯ ◯
d. Increased bonuses (SRB, Sea/flight pay, continuation bonuses, etc.) ◯ ◯ ◯ ◯ ◯
e. Accelerated increase of Basic Allowance for Housing (BAH) ◯ ◯ ◯ ◯ ◯

49. When you think about your retirement, what is your main concern about the Navy retirement benefits?

- ◯ Does not apply, I have no concerns about my retirement benefits
- ◯ Access to adequate medical and dental care
- ◯ No retirement pension earned unless I serve at least 20 years
- ◯ No ability to save toward retirement with a 401K, Thrift Savings Plan (TSP) or other retirement savings plan
- ◯ The government does not match any money I have saved for retirement
- ◯ I cannot transfer my retirement benefits to another employer

A-11

50. How much do you AGREE or DISAGREE with the following statements about your feelings toward the Navy?

STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. I would be very happy to spend the rest of my career in the Navy ○ ○ ○ ○ ○

b. I enjoy discussing the Navy with people in the civilian world ○ ○ ○ ○ ○

c. I really feel as if the Navy's problems are my own ○ ○ ○ ○ ○

d. I do not think that I could easily become as attached to another organization as I am to the Navy ○ ○ ○ ○ ○

e. I feel like "part of the family" in the Navy ○ ○ ○ ○ ○

f. I feel "emotionally attached" to the Navy ○ ○ ○ ○ ○

g. The Navy has a great deal of personal meaning for me ○ ○ ○ ○ ○

h. I feel a strong sense of belonging to the Navy ○ ○ ○ ○ ○

51. When you do leave active-duty (voluntary or involuntary separation, retirement, etc.), what will be your primary activity? (Choose only ONE option.)

○ Attend college or university
○ Work for civilian company or organization
○ Work for civilian government (local, state or federal)
○ Manage or work in a family business
○ Self-employed in my own business or profession
○ Work as a homemaker/housewife/househusband
○ Go into full-time retirement
○ Undecided
○ Other

52. How SATISFIED or DISSATISFIED are you currently with the following aspects of the Navy?

VERY SATISFIED / SATISFIED / NEUTRAL / DISSATISFIED / VERY DISSATISFIED

a. Pay and benefits ○ ○ ○ ○ ○

b. Family separation ○ ○ ○ ○ ○

c. PERSTEMPO (non-deployment time away from home) ○ ○ ○ ○ ○

d. OPTEMPO (official deployment operations) ○ ○ ○ ○ ○

e. Quality of deployments ○ ○ ○ ○ ○

f. Detailing process ○ ○ ○ ○ ○

g. Type of assignments received ○ ○ ○ ○ ○

h. Overall enjoyment of your Navy job ○ ○ ○ ○ ○

i. Promotion or advancement opportunities ○ ○ ○ ○ ○

j. Quality of leadership (immediate supervisor) ○ ○ ○ ○ ○

k. Quality of leadership (command) ○ ○ ○ ○ ○

l. Job security ○ ○ ○ ○ ○

m. Equal opportunity ○ ○ ○ ○ ○

n. Enlisted high-year tenure ○ ○ ○ ○ ○

o. Manning (staffing) of billets at your command ○ ○ ○ ○ ○

p. Retention of quality Sailors ○ ○ ○ ○ ○

q. Effective communication throughout the chain of command ○ ○ ○ ○ ○

r. Responsiveness of the chain of command ○ ○ ○ ○ ○

s. Military education/training opportunities ○ ○ ○ ○ ○

t. College/graduate educational opportunities ○ ○ ○ ○ ○

u. Fraternization policies ○ ○ ○ ○ ○

v. Sexual harassment policies ○ ○ ○ ○ ○

w. Overseas liberty policies ○ ○ ○ ○ ○

A-12

53. How much do you AGREE or DISAGREE with the following statements regarding advancement?

Rating scale: STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. I have a clear understanding of the present Navy advancement system ○○○○○
b. I am satisfied with the present Navy advancement system ○○○○○
c. I expect to be advanced within my current term of service, committment, or obligated service ○○○○○
d. The most qualified and deserving Sailors rank high on their EVALs/FITREPs ○○○○○
e. The most qualified and deserving Sailors get promoted ○○○○○
f. My last EVAL/FITREP was fair and accurate ○○○○○
g. My last EVAL/FITREP was conducted in a timely manner ○○○○○
h. I was able to submit my own input at my last EVAL/FITREP ○○○○○
i. My last promotion recommendation was fair and accurate ○○○○○
j. I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs ○○○○○
k. I feel that I have been adequately recognized for my accomplishments with appropriate awards ○○○○○
l. The newly revised PRT standards are likely to hurt my chances for advancement ○○○○○
m. The newly revised PRT standards are fair to Sailors ○○○○○

54. How much do you AGREE or DISAGREE with the following statements regarding career development?

Rating scale: STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. I have a clearly defined career path for my designator, rating, or community ○○○○○
b. I have received adequate career counseling from my immediate supervisor ○○○○○
c. I have been given proper guidance for my career development in the Navy ○○○○○
d. I have made sufficient progress in my advancement for my designator, rating, or community ○○○○○
e. If I stay in the Navy over the next year, my immediate career or professional needs are likely to be met ○○○○○
f. My command leadership plays an active role in the professional development of junior enlisted Sailors ○○○○○
g. My command leadership plays an active role in the professional development of junior officers ○○○○○

55. During the past 6 months, have you done any of the following to explore the possibility of leaving the Navy? (Mark ALL that apply.)

○ Wondered what life would be like as a civilian
○ Thought seriously about leaving the Navy
○ Discussed leaving and/or civilian job opportunities with family members or friend(s)
○ Talked about leaving the Navy with your immediate supervisor
○ Gathered information on education programs or colleges
○ Gathered information about civilian job options (e.g., read newspaper/Internet listings, attended a job fair, etc.)
○ Attended a training program or seminar to help prepare you for civilian employment
○ Prepared a resume
○ Attended a Navy Transition Assistance Program (TAP) class
○ Applied for a civilian job
○ Interviewed for a civilian job
○ Other
○ None of the above

56. In the past 12 months, how many hours did you work in a typical week at your Navy job?

- ○ 40 hours or less
- ○ 41-50 hours
- ○ 51-60 hours
- ○ 61-70 hours
- ○ 71-80 hours
- ○ 81 or more hours

57. When you have had to work more hours than usual during the past 12 months, what were the primary reason(s)? *(Mark ALL that apply.)*

- ○ Not applicable, have not worked more than usual

- ○ Mission critical requirements
- ○ Mission preparation/training/maintenance
- ○ Tasked with additional duties (e.g., special projects)
- ○ Unit was getting ready for deployment
- ○ Manning not sufficient for workload (i.e., not enough authorizations or billets)
- ○ Unit was under-manned (i.e., authorizations or billets not filled)
- ○ Part of unit was deployed
- ○ Demanding supervisor
- ○ Problems involving subordinates
- ○ High workload
- ○ Poor planning or lack of planning
- ○ Others were not carrying their workload
- ○ Inspections and inspection preparation
- ○ Equipment failure and/or repairs
- ○ Other
- ○ None of the above

58. How would you rate the overall morale of your present (or most recent) command?

- ○ High
- ○ Medium
- ○ Low

59. Are you currently working within your rating or designator?

- ○ Does not apply

- ○ Yes
- ○ No

60. How much do you AGREE or DISAGREE with the following statements about your Navy job?

Columns: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE

- a. I was able to get the designator, rating, or community of my choice ○○○○○
- b. I am satisfied with my Navy designator, rating or community ○○○○○
- c. I was able to get the Navy job of my choice ○○○○○
- d. My Navy work experience(s) have met my expectations ○○○○○
- e. The most important things that happen to me involve my work ○○○○○
- f. The major source of satisfaction in my life is my job ○○○○○
- g. I am very personally involved in my work ○○○○○
- h. Ordinarily, I enjoy my job and look forward to coming to work each day ○○○○○
- i. Considering everything, I am satisfied with my job ○○○○○

61. How has each of the following aspects of Navy life affected moral at your command. *(If you have no personal experience with any of the following aspects, please select Does Not Apply.)*

Columns: STRONGLY POSITIVE, POSITIVE, NO EFFECT, NEGATIVE, STRONGLY NEGATIVE, DOES NOT APPLY

- a. Advancement opportunities ○○○○○○
- b. Attitude of co-workers/shipmates ○○○○○○
- c. Availability of training/education ○○○○○○
- d. Availability of spare parts/tools ○○○○○○
- e. Leadership (immediate supervisor) ○○○○○○
- f. Leadership (command) ○○○○○○
- g. Navy support services (MWR, Housing, etc.) ○○○○○○
- h. OPTEMPO (official deployment operations) ○○○○○○
- i. Pay/compensation ○○○○○○
- j. Performance of the crew, platoon, squad, or ship on exercises ○○○○○○
- k. PERSTEMPO (non-deployment time away from home) ○○○○○○
- l. Unit/workgroup manning ○○○○○○

A-14

62. Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your job:

VERY SATISFIED / SATISFIED / NEUTRAL / DISSATISFIED / VERY DISSATISFIED

a. Ability of my peers and co-workers ○○○○○
b. Support and guidance I receive from my supervisor ○○○○○
c. Job security ○○○○○
d. Opportunity for personal growth and development on the job ○○○○○
e. Educational support available to me (i.e., Montgomery G.I. Bill, PACE, Tuition assistance, etc.) ○○○○○
f. Respect and fair treatment from my supervisor ○○○○○
g. Respect and fair treatment from my peers and co-workers ○○○○○
h. Amount of challenge in my job ○○○○○
i. Feeling of accomplishment I get from doing my job ○○○○○
j. Leadership provided by my supervisor ○○○○○
k. Leadership provided by my command ○○○○○
l. Amount of responsibility I have at my job ○○○○○
m. Amount of freedom I am given to do my job ○○○○○
n. Physical working conditions of my work-site ○○○○○
o. Supply of parts and equipment to get the job done ○○○○○
p. Flexibility of my command in dealing with family/personal issues ○○○○○
q. Commitment to quality demonstrated by peers and co-workers ○○○○○
r. Honest and ethical manner in which my peers and co-workers conduct themselves ○○○○○
s. Honest and ethical manner in which my supervisor treats others ○○○○○
t. Advancement/promotion opportunities available ○○○○○
u. Quality of communication between peers and co-workers ○○○○○
v. Quality of communication up and down the chain of command ○○○○○

LEADERSHIP

63. How much do you AGREE or DISAGREE with the following statements about your IMMEDIATE WORK SUPERVISOR?

STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. Makes others feel valued, respected and worthwhile ○○○○○
b. Encourages a climate in which others feel free to share thoughts and feelings ○○○○○
c. Listens to and understands the point of view of others ○○○○○
d. Shows interest in and is considerate of others ○○○○○
e. Utilizes good follow-up strategies to ensure that problems are corrected ○○○○○
f. Pays attention to detail to ensure the quality of the outcome ○○○○○
g. Works issues systematically with others in order to accomplish the goal ○○○○○
h. Makes best use of resources ○○○○○
i. Puts order and structure into every situation ○○○○○
j. Is willing to stand by his/her opinions despite opposition ○○○○○
k. Is willing to try unconventional practices to get the job done ○○○○○
l. Is willing to take action even with limited information ○○○○○
m. Is open to trying new approaches to solving problems ○○○○○
n. Is able to think of and act on novel or new solutions to problems ○○○○○
o. Able to refocus when interrupted or distracted ○○○○○
p. Uses patience when required to achieve results ○○○○○
q. Does not get discouraged by adversity ○○○○○
r. Has a clear vision of the long-term goals of the workgroup or squadron ○○○○○
s. Integrates the different aspects of the workgroup or squadron into a compelling vision ○○○○○
t. Is able to communicate a clear vision for the workgroup or squadron to all Sailors ○○○○○

A-15

64. How much do you AGREE or DISAGREE with the following statements about your IMMEDIATE WORK SUPERVISOR?

(Scale: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE)

a. My immediate supervisor has adequate training and expertise to do his/her job ○○○○○
b. My immediate supervisor makes good decisions ○○○○○
c. My immediate supervisor deals well with subordinates ○○○○○
d. My immediate supervisor is fair and ethical in dealing with others ○○○○○
e. Overall, I am satisfied with the quality of my immediate supervisor ○○○○○

65. How much do you AGREE or DISAGREE with the following statements about your COMMAND LEADERSHIP (CO, XO, OIC, CMC/COB)?

(Scale: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE)

a. My command leadership has adequate training/expertise to do their job ○○○○○
b. My command leadership makes good decisions ○○○○○
c. My command leadership deals well with subordinates ○○○○○
d. My command leadership is fair and ethical in dealing with others ○○○○○
e. Overall, I am satisfied with the quality of my command leadership ○○○○○

PERSTEMPO

66. How many days in the past 12 months have you been berthed out of the area (not at home) of your permanent duty station? (For activities such as deployment, work-ups, training, TAD, etc.)

○ None
○ 1-49 days
○ 50-99 days
○ 100-149 days
○ 150-199 days
○ 200-249 days
○ 250-299 days
○ 300 or more days

67. How much time have you spent on SEA DUTY during your Navy career?

Years		Months	
⓪	⓪	⓪	⓪
①	①	①	①
②	②		②
③	③		③
	④		④
	⑤		⑤
	⑥		⑥
	⑦		⑦
	⑧		⑧
	⑨		⑨

68. How much time have you spent on SHORE DUTY during your Navy career?

Years		Months	
⓪	⓪	⓪	⓪
①	①	①	①
②	②		②
③	③		③
	④		④
	⑤		⑤
	⑥		⑥
	⑦		⑦
	⑧		⑧
	⑨		⑨

69. How much do you AGREE or DISAGREE with the following statements regarding PERSTEMPO (non-deployment time away from home)?

Response scale: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE

a. I am satisfied with the amount of time I have at my permanent duty station (homeport) ○○○○○
b. I am satisfied with the amount of time I spend on shore duty ○○○○○
c. I am satisfied with the amount of time I spend on sea duty ○○○○○
d. The amount of shore duty I have served is fair ○○○○○
e. The amount of sea duty I have served is fair ○○○○○
f. I have served more time on sea duty in the past few years due to manning shortages ○○○○○

70. Recently the Navy has made several efforts to reduce the Inter-Deployment Training Cycle (IDTC) workload by cutting back on the number of inspections, assists, etc. required of ships and deployable squadrons. These efforts are often referred to as the IDTC Workload Reduction. How much do you AGREE or DISAGREE with the following statements about the IDTC WORKLOAD REDUCTION?

○ I have no experience with the IDTC WORKLOAD REDUCTION (Skip to Question 71)

Response scale: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE

a. IDTC Workload Reduction has decreased the number of hours preparing for inspections at my command ○○○○○
b. IDTC Workload Reduction has decreased the amount of time I have to spend away from home ○○○○○
c. IDTC Workload Reduction has improved my command's cohesiveness (ability to work together as a group) ○○○○○
d. IDTC Workload Reduction has improved morale at my command ○○○○○

71. How much do you AGREE or DISAGREE with the following statements about the impact of Naval service on your personal life?

Response scale: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE

a. My Navy career gets in the way of my ability to have a personal life ○○○○○
b. My Navy career causes a significant amount of separation from my family ○○○○○
c. I have difficulty juggling the demands of my family and my Navy career ○○○○○

HOMEBASING

72. Homebasing is defined as a "good faith attempt to assign career enlisted Sailors (E-4 to E-9) to the same geographic location for most of their tours." How much do you AGREE or DISAGREE with the following statements about the Homebasing?

○ Does not apply, I am an officer (Skip to Question 73)

Response scale: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE

a. Homebasing is important to me ○○○○○
b. Homebasing is workable in the Navy ○○○○○
c. The Navy supports Homebasing for career enlisted Sailors ○○○○○
d. Homebasing is possible to maintain in the Navy even with the present manning shortages ○○○○○
e. There is a conflict between Homebasing and maintaining a promotable career path ○○○○○
f. I would be willing to serve longer sea duty tours if allowed to Homebase for the majority of my career ○○○○○

DETAILING

73. How much do you AGREE or DISAGREE with the following statements regarding detailing and PCS moves?

(column headers, slanted: STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE)

a. I was able to contact my detailer well in advance of my last PRD ○○○○○
b. I was given several choices when I contacted my detailer ○○○○○
c. My detailer was receptive to resolving conflicts between my desires and the needs of the Navy ○○○○○
d. My last orders were issued early enough to allow me to easily prepare for the PCS move ○○○○○
e. I have a clear understanding of the detailing process (i.e., the way in which detailers fill requirements) ○○○○○
f. I am satisfied with the detailing process ○○○○○

74. When making your last PCS move did you experience any of the following financial losses? *(Mark ALL that apply.)*

○ Loss in value of a home or property that you own
○ Loss in spouse income
○ Loss in spouse retirement benefits
○ Loss due to additional cost of moving vehicles (car, boat, R.V., etc.) not covered by PCS transition agreement
○ Loss due to additional cost for full commerical insurance coverage of household goods

75. When choosing your present assignment, what was your primary concern? *(Mark only ONE response.)*

○ Promotion potential
○ Type of duty
○ Geographic location
○ Geographic stability (stay in the same area)
○ Spouse/family collocation
○ Impact of a move on my family
○ Required for platform/billet
○ Other

76. Assuming you could be stationed at any of the following geographic concentration areas, which ONE (1) would be your FIRST CHOICE? Which ONE (1) would be your LAST CHOICE (or least favorite)?

(columns: FIRST CHOICE / LAST CHOICE)

Annapolis, MD ○○
ASU Bahrain ○○
Athens, GA ○○
Bangor/Bremerton/Everett/ Whidbey Island/Seattle, WA ○○
Brunswick/Bath, ME ○○
Charleston, SC ○○
China Lake, CA ○○
Corpus Cristi/Ingleside/Kingsville, TX ○○
Diego Garcia ○○
Earle, NJ ○○
Fallon, NV ○○
Gaeta/La Maddalena/Naples, Italy ○○
Germany ○○
Great Lakes/Glenview, IL ○○
Guam ○○
Guantanamo Bay, Cuba ○○
Havelock/Cherry Point/Camp Lejeune, NC ○○
Jacksonville/Mayport, FL/Kings Bay, GA ○○
Keflavik, Iceland ○○
Key West, FL ○○
Lakehurst, NJ ○○
Lemoore, CA ○○
Millington, TN ○○
Monterey, CA ○○
New London/Groton, CT ○○
New Orleans, LA ○○
Newport, RI ○○
Norfolk/Little Creek/Dam Neck/Portsmouth/ Yorktown/Tidewater Area, VA ○○
Pascagoula/Gulfport/Biloxi/Meridian, MS ○○
Patuxent River, MD ○○
Pearl Harbor, HI ○○
Pensacola/Panama City, FL ○○
Port Hueneme/Point Mugu, CA ○○
Roosevelt Roads, Puerto Rico ○○
Rota, Spain ○○
San Diego/Camp Pendleton, CA ○○
San Francisco (Bay Area), CA ○○
Sasebo/Yokosuka, Japan ○○
Sigonella/Sicily, Italy ○○
United Kingdom ○○
Washington, DC/Bethesda, MD/Metro DC Beltway Area/Northern, VA ○○

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77. Have you ever been assigned to a gender integrated deployable command? *(Mark only ONE answer.)*

   ○ No, never
   ○ Yes, in the past
   ○ Yes, at present
   ○ Yes, both in the past and at present

78. How much do you AGREE or DISAGREE with the following statements about gender integration?
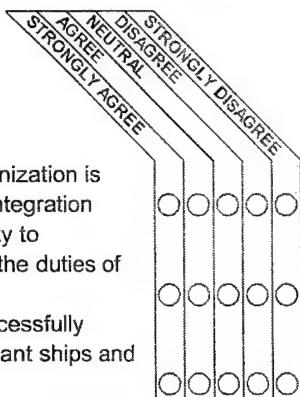
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
a. Leadership in my organization is supportive of gender integration	○	○	○	○	○
b. Women have the ability to successfully carry out the duties of their combatant roles	○	○	○	○	○
c. Women are being successfully integrated into combatant ships and aviation squadrons	○	○	○	○	○

TRICARE

The following questions refer to the TRICARE healthcare system. TRICARE is a regionally managed healthcare program for active-duty and retired members of the uniformed services, their families, and survivors. TRICARE brings together the healthcare resources of the Army, Navy and Air Force and supplements them with networks of civilian healthcare professionals to provide broader access and service while maintaining the capability to support military operations.

79. Which of the following TRICARE programs have your dependents used?

   ○ Does not apply, I do not have dependents

   ○ TRICARE Prime
   ○ TRICARE Extra
   ○ TRICARE Standard (CHAMPUS benefit)
   ○ None, they use a civilian healthcare plan

80. How much do you AGREE or DISAGREE with the following statements about the TRICARE healthcare system?

   ○ I have NOT used TRICARE *(Skip to Question 81)*
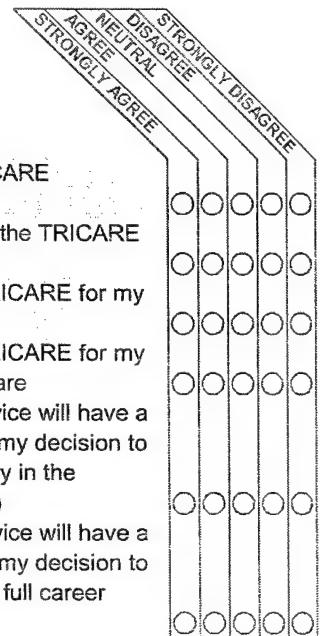
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
a. I understand the TRICARE healthcare system	○	○	○	○	○
b. I have benefited from the TRICARE healthcare system	○	○	○	○	○
c. I am satisfied with TRICARE for my personal healthcare	○	○	○	○	○
d. I am satisfied with TRICARE for my dependent(s) healthcare	○	○	○	○	○
e. TRICARE quality/service will have a significant impact on my decision to continue with the Navy in the short-term (1-5 years)	○	○	○	○	○
f. TRICARE quality/service will have a significant impact on my decision to stay in the Navy for a full career (20+ years)	○	○	○	○	○

81. How SATISFIED or DISSATISFIED are you with the following aspects of the TRICARE healthcare system?
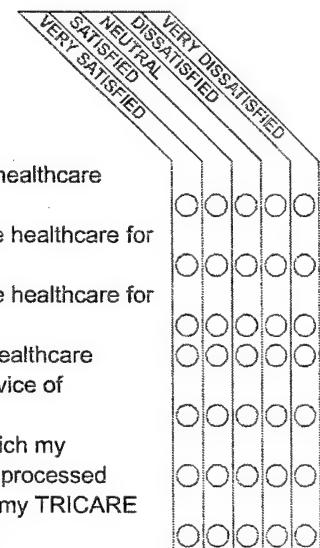
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED
a. Quality of TRICARE healthcare providers	○	○	○	○	○
b. Access to appropriate healthcare for myself	○	○	○	○	○
c. Access to appropriate healthcare for my dependents	○	○	○	○	○
d. Access to specialty healthcare	○	○	○	○	○
e. Overall customer service of TRICARE	○	○	○	○	○
f. Timely manner in which my TRICARE claims are processed	○	○	○	○	○
g. Accuracy with which my TRICARE claims are processed	○	○	○	○	○

82. Have you either called or written TRICARE with a problem or complaint in the past 12 months?

   ○ Does not apply

   ○ Yes
   ○ No

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83. If yes, how long did it take for TRICARE to resolve your complaint?

○ Does not apply, I have not made any complaints to TRICARE

○ Same day
○ 1 week
○ 2 weeks
○ 3 weeks
○ 4 or more weeks
○ I am still waiting for it to be resolved

RESOURCES

84. How much do you AGREE or DISAGREE with the following statements regarding availability of resources at your command?

Scale columns: STRONGLY AGREE / AGREE / NEUTRAL / DISAGREE / STRONGLY DISAGREE

a. My command has adequate qualified personnel to successfully execute our mission ○○○○○
b. My command has adequate tools to successfully execute our mission ○○○○○
c. My command has adequate spare parts and/or supplies to successfully execute our mission ○○○○○
d. My command has adequate Navy support to successfully execute our mission ○○○○○
e. My ship/squadron gets enough steaming days or flight hours to upgrade or maintain our qualifications and successfully execute our mission ○○○○○

85. How long have you been using the Internet (for browsing, e-mail or other use)?

○ Does not apply, I have not used the Internet

○ Less than 1 year
○ 1 year to less than 2 years
○ 2 years to less than 3 years
○ 3 years to less than 4 years
○ 4 or more years

86. In an average week, how often do you use the Internet (for browsing, e-mail or other use)?

○ Does not apply, I do not have Internet access

○ Never
○ Once a week
○ Several times a week
○ Once a day
○ Several times a day

87. Do you personally have access to the Internet at your Navy job?

○ Yes, e-mail
○ Yes, Internet/World Wide Web
○ Yes, e-mail and Internet/World Wide Web
○ Don't know *(skip to Question 89)*
○ No *(skip to Question 89)*

88. Is your Internet access adequate for you to do your Navy job?

○ Yes
○ No

89. How SATISFIED or DISSATISFIED are you with the following types of Navy support services? *(If you have not used any of the following services within the past 12 months, please select Does Not Apply.)*

Scale columns: VERY SATISFIED / SATISFIED / NEUTRAL / DISSATISFIED / VERY DISSATISFIED / DOES NOT APPLY

a. Chaplains Service (CREDO, religious services, counseling, etc.) ○○○○○○
b. Child Care ○○○○○○
c. Commissary ○○○○○○
d. Detailing ○○○○○○
e. Dental (personal) ○○○○○○
f. Dental (dependents) ○○○○○○
g. Family Service Center ○○○○○○
h. Fitness and Recreation ○○○○○○
i. Financial Management ○○○○○○
j. Navy College Program ○○○○○○
k. Navy Exchange ○○○○○○
l. Navy Housing ○○○○○○
m. Galley/Food Services ○○○○○○
n. Relocation Assistance ○○○○○○
o. Spouse Employment ○○○○○○
p. Medical (personal) ○○○○○○
q. Medical (dependents) ○○○○○○
r. Personnel Support Detachment or Personnel Support Activity ○○○○○○
s. Transition Assistance Management Program (TAMP) ○○○○○○
t. Youth Programs ○○○○○○

The following questions ask about your financial status. The data will be presented in a manner that ensures that you cannot be identified. Your responses are essential for an accurate and reliable portrait of the financial status of Sailors. The information from these questions will be used by senior Navy leaders to advocate increases in pay, benefits, financial services and Quality of Life programs.

90. Are you currently receiving the Basic Allowance for Housing (BAH) to live in off-base civilian housing?

○ Yes
○ No *(skip to question 92)*

91. The Basic Allowance for Housing (BAH) is currently designed to cover approximately 80% of the expenses associated with rent, utilities, and insurance for Sailors living in off-base civilian housing. How much do you currently pay over the BAH on a routine basis?

○ I do not pay over the BAH

○ Less than $200 each month
○ $200-399 each month
○ $400-599 each month
○ $600-799 each month
○ $800 or more each month

92. Are you or any members of your household currently receiving any of the following types of financial assistance to supplement your income? *(Mark ALL that apply.)*

○ Does not apply, not receiving assistance

○ Alimony
○ Child support
○ Medicaid
○ Supplemental Security Income (SSI)
○ Unemployment or Worker's Compensation
○ State-funded childcare assistance
○ Women Infant Children (WIC) Assistance
○ Aid to Families with Dependent Children (AFDC)
○ Food Stamp Program
○ Head Start Program
○ Other

93. What percent of your total family income is provided by each of the following sources?

a. Your Navy job
b. Civilian 2nd job
c. Spouse income
d. Return on financial investments
e. Other financial assistance (child support, alimony, Medicaid, etc.)

(Response columns: NONE, 1-20%, 21-40%, 41-60%, 61-80%, 81-100%)

94. How much do you AGREE or DISAGREE with the following statements regarding pay and retirement benefits?

a. My pay (basic, special pays, bonuses, etc.) is a topic of discussion in my home
b. My retirement pay is a topic of discussion in my home
c. I understand the retirement system I am currently under
d. I am able to pay my bills and meet my financial obligations with the pay I receive
e. I am fairly compensated, considering all of the pay, incentives and benefits I receive

(Response columns: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE)

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95. Do you think civilians with comparable skills and training who are doing a similar job to you are paid more than you are? *(When answering this question, consider your basic pay, bonuses, benefits, retirement, etc.)*

- ○ Yes
- ○ No *(skip to Question 97)*
- ○ Don't know *(skip to Question 97)*
- ○ There is no civilian job similar to my job *(skip to Question 97)*

96. If you responded YES to Question 95, how do you know this? *(Mark ALL that apply.)*

- ○ Read a <u>Navy Times</u> article
- ○ Read some other article or report (magazine, newspaper, Internet, etc.)
- ○ Watched a television news report on the subject
- ○ From my personal job hunting experience
- ○ Know someone working in a civilian job similar to my own
- ○ General perception of pay
- ○ Other

97. Approximately how much money do you have in a bank savings account at the present time?

- ○ I do not have a bank savings account

- ○ None
- ○ Less than $1,000
- ○ $1,000 to $4,999
- ○ $5,000 to $9,999
- ○ $10,000 or more

98. After your last payment was made on PERSONAL UNSECURED DEBT, what was the total amount you (and your spouse) still owed? *(Include all credit cards, debt consolidation loans, AAFES loans, NEXCOM loans, student loans, and other personal loans.)*

- ○ None
- ○ Less than $1,000
- ○ $1,000 to $4,999
- ○ $5,000 to $9,999
- ○ $10,000 to $14,999
- ○ $15,000 to $19,999
- ○ $20,000 or more

99. After your last payment was made on PERSONAL SECURED DEBT, what was the total amount you (and your spouse) still owed? *(Include all long-term lines of credit associated with property such as home mortgage, car loans, boat loans, etc.)*

- ○ None
- ○ Less than $10,000
- ○ $10,000 to $24,999
- ○ $25,000 to $49,999
- ○ $50,000 to $74,999
- ○ $75,000 to $99,999
- ○ $100,000 to $124,999
- ○ $125,000 to $149,999
- ○ $150,000 or more

THANK YOU FOR COMPLETING THE SURVEY!

Please return your completed survey in the enclosed business-reply envelope as soon as possible.

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Appendix B:

Sampling and Weighting

Sampling and Weighting

Tables B-1 and B-2 present information on the 2000 Navy-wide Personnel survey sample and procedures used to weight the survey responses.

The sample for the survey was drawn during August 2000 and included a sampling frame of all Sailors with a projected rotation date of January 2001 or later (n = 272,386). In addition, Sailors with a paygrade of E-1 were excluded from the sample due to the fact that this designation is typically only used when Sailors are in their basic training at the Naval Training Center Great Lakes. Their lack of experience and the difficulty in reaching adequate numbers of Sailors at this level were used as justification for their exclusion. The sample frame represented a total of 71 percent of cases listed in the personnel databases of the Navy during the last quarter of calendar year 2000. While this situation might raise concerns about adequate population coverage, the Navy's personnel databases maintain records on both those on active duty as well as those that have recently left the Navy within the past 1–2 years. The sample frame for the survey provided the best coverage available of Sailors on active duty in the target population.

Sailors were sampled randomly in proportion to size of their group within the population for each level of paygrade. The sample was boosted an additional 5 to 10 percent for junior officers and enlisted Sailors to account for the typical low rate of response/participation from these groups. Overall, the sample represented approximately 5 percent of the total enlisted population and 11 percent of the total officer population (see Table B-1).

To ensure that the survey results accurately reflect the opinions of Sailors throughout the Navy, the data were weighted to be representative of known population characteristics. Weighting is frequently used in survey research as a means of increasing the accuracy of estimates of target population attitudes and opinions by adjusting the overall proportions to match known population characteristics.

The characteristics used in weighting included paygrade (E-3 and below, E-4 to E-6, E-7 to E-9, W-2 to W-4, O-1 to O-3, and O-4 and above), minority status (minority and non-minority), and gender (male and female). This combination of variables created a total of 24 weight classes (see Table B-2). Weights were calculated by dividing the proportion of the population represented by the weight class, by the proportion of the returned sample. For example, the values for weight class group 9 (E-7 to E-9, non-minority, male) would be 6.47/8.24 = 0.79. The weights were then entered into the survey data file and applied to all analyses using the WEIGHT function in SPSS 10 (Statistical Package for the Social Sciences).

Table B-1
Population Values Used To Draw the Sample

Paygrade Group	Total Population		Eligible Population		Sample of Eligible	
	Number	Percent	Number	Percent	Number	Percent
E-2	19,609	5.6%	17,417	6.4%	1,587	7.9%
E-3	52,694	15.1%	30,321	11.1%	3,538	17.7%
E-4	63,055	18.1%	46,685	17.1%	2,660	13.3%
E-5	67,334	19.3%	51,470	18.9%	2,394	12.0%
E-6	54,087	15.5%	41,873	15.4%	2,034	10.2%
E-7	22,477	6.4%	16,337	6.0%	797	4.0%
E-8	5,955	1.7%	4,541	1.7%	249	1.2%
E-9	2,913	0.8%	2,351	0.9%	140	0.7%
Total Enlisted	**288,124**		**210,995**		**13,399**	
W-2 to W-4	1,202	0.3%	2,053	0.8%	200	1.0%
O-1	11,834	3.4%	11,834	4.3%	1,273	6.4%
O-2	6,505	1.9%	6,505	2.4%	698	3.5%
O-3	18,393	5.3%	18,393	6.8%	1,994	10.0%
O-4	11,075	3.2%	11,075	4.1%	1,240	6.2%
O-5	7,743	2.2%	7,743	2.8%	869	4.3%
O-6	3,565	1.0%	3,565	1.3%	310	1.6%
O-7 and above	187	0.1%	223	0.1%	17	0.1%
Total Officers	**60,504**		**61,391**		**6,601**	
Grand Totals	**348,628**		**272,386**		**20,000**	

Table B-2
Weight Class Values Used to Created Weights

Weight Class Group	Total Population		Returned Sample		Weight For Class
	Number	Percent	Number	Percent	
1. E-1 to E-3 (non-Minority / male)	37,993	10.87%	188	3.11%	3.49
2. E-1 to E-3 (non-Minority / female)	7,655	2.19%	54	0.89%	2.45
3. E-1 to E-3 (Minority / male)	20,489	5.86%	149	2.47%	2.38
4. E-1 to E-3 (Minority / female)	6,166	1.76%	60	0.99%	1.78
5. E-4 to E-6 (non-Minority / male)	115,219	32.97%	1,213	20.08%	1.64
6. E-4 to E-6 (non-Minority / female)	12,580	3.60%	147	2.43%	1.48
7. E-4 to E-6 (Minority / male)	47,648	13.63%	588	9.73%	1.40
8. E-4 to E-6 (Minority / female)	9,029	2.58%	100	1.66%	1.56
9. E-7 to E-9 (non-Minority / male)	22,622	6.47%	498	8.24%	0.79
10. E-7 to E-9 (non-Minority / female)	1,625	0.46%	37	0.61%	0.76
11. E-7 to E-9 (Minority / male)	6,505	1.86%	161	2.67%	0.70
12. E-7 to E-9 (Minority / female)	593	0.17%	11	0.18%	0.93
13. W-2 to W-4 (non-Minority / male)	1,479	0.42%	63	1.04%	0.41
14. W-2 to W-4 (non-Minority / female)	73	0.02%	3	0.05%	0.42
15. W-2 to W-4 (Minority / male)	465	0.13%	29	0.48%	0.28
16. W-2 to W-4 (Minority / female)	36	0.01%	1	0.02%	0.62
17. O-1 to O-3 (non-Minority / male)	25,227	7.22%	1,059	17.53%	0.41
18. O-1 to O-3 (non-Minority / female)	1,449	0.41%	181	3.00%	0.14
19. O-1 to O-3 (Minority / male)	5,485	1.57%	192	3.18%	0.49
20. O-1 to O-3 (Minority / female)	4,571	1.31%	41	0.68%	1.93
21. O-4 or Above (non-Minority / male)	18,017	5.15%	1,014	16.79%	0.31
22. O-4 or Above (non-Minority / female)	2,517	0.72%	131	2.17%	0.33
23. O-4 or Above (Minority / male)	1,600	0.46%	93	1.54%	0.30
24. O-4 or Above (Minority / female)	472	0.14%	28	0.46%	0.29
	349,515		6,041		

Appendix C:

Margin of Error

Margin of Error

Tables C-1 and C-2 are used to estimate confidence intervals or margin of error for the survey results presented in this report. A confidence interval is the range within which one would expect the percentage for the entire Navy to fall. The confidence intervals shown in Table C-1 are at the 95 percent confidence level, allowing readers to be 95 percent certain that the true score or estimate for the Navy falls within the specified range. Basically, a margin of error is the percentage of possible error that is added to or subtracted from the reported survey percentage (i.e., statistical result) to determine the entire confidence interval.

To find the margin of error for calculating confidence intervals for a given result, first consult Table C-1 to determine the sample size of the reported demographic characteristic. For example, the sample size for E-1 to E-3s is found in the column for enlisted Sailors, and the row for Paygrade "E-3 and below" (n = 454). Next, assume that the percent of E-1 to E-3s who agreed with the statement "I enjoy my career in the Navy" is 38 percent. This implies that 62 percent of E-1 to E-3s did not agree with this statement (i.e., were neutral or disagreed). Consult Table C-2 and find the percentage split that most closely matches the split 38/62 (e.g., percent of respondents who agreed with the statement vs. all other responses). The closest percentage split to 38/62 in Table C-2 is 60/40 (e.g., 38 % is closer to 40 than any other split presented in the table). For the purposes of this table, it is irrelevant that 60 is presented before 40 in the split as the margin of error is the same for a split of 60/40 as for a split of 40/60. Now, find the intersection of the row for the sample size and the column for the percentage split to find the margin of error for this survey result (i.e., statistical estimate). In this example, the sample size falls between 400 and 500, which in the 60/40 percentage split column indicates that our margin of error is between 5 and 4. The reader can either interpolate (i.e., estimate a point between the upper and lower values) the result or choose the more conservative (i.e., smaller) sample size to find the margin of error. Since 454 is approximately half the distance between 400 and 500, we can estimate the margin of error to be half the distance between 5 and 4, or $\pm$ 4.5 percent. The more conservative margin of error is simply $\pm$ 5 percent (for a sample size of 400 in the same percentage split column). To find the confidence interval with this value, first add and then subtract the margin of error value from the survey result you are interested in (i.e., the statistical estimate 38 %). Using the new estimated value of 4.5 as the margin of error, we find a confidence interval around 38 percent that ranges from 33.5 percent to 42.5 percent (inclusive). This indicates that you can now say with 95 percent confidence that between 33.5 percent and 42.5 percent of all E-1 to E-3s report agreement with the statement "I enjoy my career in the Navy."

Note that the margin of error increases as sample size decreases and the percentage split approaches 50/50. Thus, the margin of error can vary from 14 points (sample size of 50 with a percentage split of 50/50) to zero points (sample size of 3,500 or more with a percentage split of 98/2). Extreme caution must be used for survey results with a large margin of error. An acceptable margin of error for surveys is typically considered to be within $\pm$ 7 percent or less in most cases.

Table C-1
Unweighted Sample Sizes for Demographic Groups

	Enlisted	Officer
Gender		
Males	2,797	2,450
Females	409	385
Unknown	40	30
Race		
Whites	2,156	2,473
Blacks	461	164
Other	290	103
Unknown	339	125
Paygrade		
E-3 and below	454	
E-4 to E-6	2,077	
E-7 to E-9	715	
W-2 to W-4		97
O-1 to O-3		1,481
O-4 or above		1,287
Totals	3,246	2,865

Table C-2.
Confidence Intervals around Estimated Percentages

Sample Size	PERCENTAGE SPLIT						
	98/2	95/5	90/10	80/20	70/30	60/40	50/50
50	4	6	8	11	13	14	14
100	3	4	6	8	9	10	10
200	2	3	4	6	6	7	7
300	2	2	3	5	5	6	6
400	1	2	3	4	4	5	5
500	1	2	3	4	4	4	4
700	1	2	2	3	3	4	4
1,000	1	1	2	2	3	3	3
1,500	1	1	2	2	2	2	3
2,000	1	1	1	2	2	2	2
2,500	1	1	1	2	2	2	2
3,000	1	1	1	1	2	2	2
3,500	0	1	1	1	2	2	2
4,000	0	1	1	1	1	2	2
4,500	0	1	1	1	1	1	1
5,000	0	1	1	1	1	1	1
5,500	0	1	1	1	1	1	1
6,000	0	1	1	1	1	1	1

Note: Confidence intervals calculated at the ninety-five percent level.

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